













Working Neighbourhood Strategy Policy Review Recommendations

Summary Review Progress				
				Total
0	6	1	2	9
Recommendation & Action	Owner	Due Date	RAG	Progress
<p>RECOMMENDATION 1 In the light of the current economic situation, there is a pressing need to review that the Working Neighbourhood Strategy is succeeding in ensuring that disadvantaged people and neighbourhoods are not losing out disproportionately. The strategy should provide a flexible, and reactive approach to the impact of the downturn especially on the long-term unemployed seeking work</p>	Patterson, Allison	not set		
<p>1.1 The Working Neighbourhood Strategy is currently being reviewed and will be replaced by the end of March 2011. The revised strategy will provide an Employment Strategy for the city which will provide a framework for delivering proactive rather than reactive economic interventions that directly contribute to improving access to opportunity for those most disadvantaged and reducing worklessness. The review process is made up of some key components which include a worklessness assessment and analysis of performance data which identifies not only how we are currently performing but also the changing face of worklessness in the city (including the current economic climate), a review of Enterprise and Employment strands of the programme and Project evaluation of all projects currently funded through WNF.</p>	Patterson, Allison	01/02/2011		<ul style="list-style-type: none"> The Employment Strategy was presented to the last WNF Board on the 14 July 2011. The Board was asked to consider if the Strategy should be refreshed in light of significant policy developments since it was completed in December 2010. It was agreed that the Employment Strategy would be referred to the Aim 4 Group of the Economic Masterplan and that they would consider what action was needed with an end view of it being submitted to the Economic Leadership Board (ELB) in early October.
<p>RECOMMENDATION 2 Future decisions on the use of worklessness funding should be based on an evidence base of the work and skills provision in the city including evidence of which interventions are particular successful and are proven to deliver improved outcomes</p>	Patterson, Allison	not set		
<p>2.1 The existing strategy is based on such evidence, but this will be reviewed. Part of the above review work will include a Worklessness Assessment along with an evaluation of all projects currently funded through WNF. The outcome will inform the Employment Strategy and as such the framework for allocation any future resources</p>	Patterson, Allison	01/02/2011		<ul style="list-style-type: none"> The Worklessness Assessment and the evaluations of the WNF projects were completed as planned and the findings were incorporated into the first draft of the Employment Strategy, which was completed in December 2010.
<p>RECOMMENDATION 3 Using evidence of successful interventions the strategy should use the evidence base to explore new forms of community outreach services that give access to opportunities in the most disadvantaged neighbourhoods to match the levels of deprivation</p>	Alexander, Karen	not set		
<p>3.1 Within Year 2 of the current strategy, new forms of community outreach are being deployed. The strategy review will also include an options analysis for future operations in relation to the Employment and Enterprise strands of the programme. Such considerations are built in to the approach.</p>	Alexander, Karen	06/10/2010		<ul style="list-style-type: none"> The Council will not be in a position to directly commission any further employment and enterprise activities, as there will be no successor to WNF funding. The Employment Strategy will describe the Council's role moving forward as one of 'informing and influencing' mainstream provision, which will be delivered through the Work Programme. Any lessons learnt will be offered to work programme providers.

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RECOMMENDATION 4 To review the Job Linkage service to develop a service with greater ambitions for its own achievements and higher aspiration for its clients in order to break the vulnerable cycle	Alexander, Karen	not set		
4.1 Review of Job Linkage already commissioned as part of overall WNS review process.	Alexander, Karen	06/10/2010	★	<ul style="list-style-type: none"> The Job Linkage network is now delivering Work Programme provision, as a sub contractor to one of the two Prime Contractors operating in Sunderland (Avanta). Efficiencies in delivery of Job Linkage in the latter months of 2010/11 enabled sufficient Working Neighbourhoods Funding to be rolled forward to sustain the service for 12 months from 1 April 2011 to 31 March 2012..
RECOMMENDATION 5 The strategy should ensure that employment is the ultimate goal with customer journey mapping rigorously undertaken, and shared with partners, with any issues identified within this process addressed in a timely way	Mallin, Karen	not set		
5.1 Employment always has been the ultimate goal of the programme with tracking of the customer journey utilising the Hanlon System for this and to support performance management and share and issues shared with partners. Knowledge gained from this will feed into the Review of the WNS. The multi agency WNS Board will receive this information on a regular basis.	Mallin, Karen	31/03/2011	●	<ul style="list-style-type: none"> Data produced by the Hanlon System has been passed over to consultants S4W, which has informed the "Impact Report" produced to summaries the impact of the Working Neighbourhoods Strategy.
RECOMMENDATION 6 It should be ensured that worklessness funding gives added value and wraps around existing national mainstream provision	Taylor, Vince	not set		
6.1 The current programme has been designed to achieve this goal, with a clear separation of customer between Job Centre Plus and JobLinkage. However, the Scrutiny review was undertaken at a time when this separation of clients was only part complete. An assessment process is already in place to ensure that activity is over and above what is expected of the mainstream.	Taylor, Vince	01/02/2011	★	<ul style="list-style-type: none"> There has been a clear separation of clients, in terms of those receiving support from the mainstream Jobcentre Plus service and from the Job Linkage network.
RECOMMENDATION 7 To support the achievement of a wrap-around service to mainstream provision, boundaries should be established with partner organisations through a Partnership Agreement which sets out a clear framework for roles and responsibilities	Patterson, Allison	not set		
7.1 This proposal will be built into the review with the aim that the new strategy is underpinned by a partnership agreement.	Patterson, Allison	01/02/2011	●	<ul style="list-style-type: none"> Negotiations took place with all potential Prime Contractors bidding to deliver the Work Programme in Sunderland. Of the two organisations who were selected by DWP, Job Linkage has successfully negotiated to act as a sub contractor for one (Avanta). The model adopted by the second Prime Contractor (Ingeus) does not involve the use of sub contractors in Sunderland. Rather, they are seeking to deliver full end-to-end provision themselves.

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<p>RECOMMENDATION 8 A further focus should be given to supporting and engaging with employers to ensure that worklessness funding is geared towards meeting their needs as the economy moves out of recession. This could include consideration of using the WNF to provide the long term unemployed with a personal job subsidy to provide a more level playing field when they compete for jobs with those who have the advantage of recent work experience</p>	Patterson, Allison	not set		
<p>8.1 The Scrutiny review failed to recognise the work of the Employer Link team which operates as part of the JobLinkage service. Employer Link works with employers to meet their needs and securing job placements. Consideration of job subsidies will be incorporated within the WNS review and subject to effectiveness and value for money considerations.</p>	Patterson, Allison	01/02/2011	●	<ul style="list-style-type: none"> The Prime Contractors delivering the Work Programme in Sunderland (Avanta and Ingeus) are able to offer incentives, if they believe this will strengthen their ability to bring together "supply and demand" (ie people looking for work and employers). The Work Programme was launched at the end of June 2011 and it is still too early to say whether this will be an approach taken by either of the Prime Contractors. DWP is expected to evaluate the effectiveness of delivery nationally for the first time in April 2012.
<p>RECOMMENDATION 9 To continue to explore with local partners what additional data could be shared and overcoming barriers to data sharing to support joint efforts to tackle worklessness</p>	Alexander, Karen	not set		
<p>9.1 The introduction of the Hanlon customer tracking system has been a major step forward in data sharing, with its use being made obligatory within WNF contracts locally. However, substantial barriers remain (primarily at national level) to sharing DWP/JobCentre plus data. However, these are being partially overcome locally through collocation of staff in JobLinkage outlets.</p>	Alexander, Karen	01/02/2011	●	<ul style="list-style-type: none"> Negotiations are underway to explore whether the emerging Local Enterprise Partnership (LEP) will wish to use the Hanlon System as part of their responsibility to ensure a strong Employment and Skills base in the North Eastern LEP area. In terms of delivering the Work Programme, neither of the successful Prime Contractors in the North East (Avanta and Ingeus) are directly using the Hanlon System to report performance to DWP, although sub contractors working for Avanta are continuing to use the system to track client progress.

Tourism Policy Review Recommendations

Summary Review Progress				
				Total
0	4	0	4	8
Recommendation and Action	Owner	Due Date	RAG	Progress
RECOMMENDATION 1 That all council-wide strategies relevant to building Sunderland's profile as a visitor destination be consistent with their key messages and complement the future development of the city's Destination Management Plan	Hall, Jane	not set		
1.1 To develop communication plan as part of the Destination Management Plan (DMP) to set clear communication methods and channels by working through the City Marketing Partnership and the Area Tourism Partnership (ATP)	Lewin, Deborah	not set		<ul style="list-style-type: none"> The lead and objectives relating to tourism for Sunderland are under review. Tourism is currently led by the Tourism Development Manager with direction from the Head of Culture and Tourism. Tourism materials are developed with strategic advice and support from Communications.
RECOMMENDATION 2 That the identification of an appropriate champion / lead officer and the creation of a partnership to market the city as a destination be further explored	Hall, Jane	not set		
2.1 Identification of an appropriate champion / lead officer and the creation of a partnership to market the city as a destination be further explored. Led via the City Marketing Group	Lewin, Deborah	not set		<ul style="list-style-type: none"> As above
RECOMMENDATION 3 That the City Council develops stronger links with Durham Area Tourism Partnership to ensure that opportunities for joint working are fully explored, building upon the shared strengths of the two areas	Hall, Jane	not set		
3.1 Set up meetings and lines of communication with the Durham ATP. Financial contributions may be required to support activity.	Hall, Jane	not set		<ul style="list-style-type: none"> Meetings have taken place with Visit County Durham. Joint activity and marketing opportunities are being drawn up for 2012 campaigns and communication is on going.
RECOMMENDATION 4 That a 'whole city' approach to the marketing of attractions and events be adopted to be delivered through the City Marketing Partnership	Lewin, Deborah	not set		
4.1 City Partnership Marketing Group is already developing	Lewin, Deborah	not set		<ul style="list-style-type: none"> The future membership and governance of the City Partnership Marketing Board is under review. The City Marketing Board still meets and is chaired by Dave Smith.
RECOMMENDATION 5 That, in light of the difficulties in the current economic climate, innovative approaches to developing the accommodation offer within Sunderland together with maximising the existing use of accommodation be further explored	Assigned, ToBe	not set		
5.1 Proactively communicating with hotel developers for key sites identified as leisure sector developments. Ensure that tourism is embedded in core planning strategies.	Assigned, ToBe	not set		<ul style="list-style-type: none"> Tourism perspective incorporated into the Economic Masterplan and added into the draft Core Strategy.
RECOMMENDATION 6 That a review of the existing tourist information and signage across the city be undertaken to ensure a clear and consistent approach is adopted	Hall, Jane	not set		
6.1 The TIC/Library Review (2010/11) and Legible City project should delivered both of these recommendations. Resources will be required in order to deliver any significant Legible City programme.	Hall, Jane	31/03/2011		<ul style="list-style-type: none"> The TIC/Library Review in now incorporated into the Neighbourhood Services Management Review. The TIC is now relocated in the City Library and Arts Centre
RECOMMENDATION 7 Build upon Sunderland's strengths, particularly the success of the city's events programme, by identifying further opportunities to enhance the existing events programme and promoting the quality and warmth of Sunderland's welcome to visitors, with the aim of increasing the number of visitors and length of time they stay	Mooney, Peter	not set		
7.1 To continue to provide a quality festivals and events programme seeking additional resources where necessary.	Mooney, Peter	31/12/2010		<ul style="list-style-type: none"> The review and development of festivals and events is on-going. New events have been introduced during 2011 - eg Folk Festival

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RECOMMENDATION 8 That in order to develop the Sunderland offer a full review of assets is undertaken, to assess the current demand and usage, with a view to identifying how they can be further developed	Hall, Jane	not set		
8.1 A review of main tourism product and assets is included in the Destination Management Plan, which also includes opportunities for development	Hall, Jane	not set	●	<ul style="list-style-type: none"> The core elements of the Tourism infrastructure are under review. This includes a review of the "Visit Sunderland Website", merchandise, promoting Sunderland and current information networks