

Appendix A
Prosperity and Economic Development Scrutiny Committee
Working Neighbourhood Strategy – Policy Review Recommendations 09/10

Ref	Recommendation	Action	Owner	Due Date	Progress Commentary
	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	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.	Allison Patterson	01/02/2011	The Working neighbourhood Strategy is currently being reviewed and will be replaced by an Employment Strategy for the city from April 2011. The Strategy will be considered by Cabinet before the end of this financial year.
	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	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	Allison Patterson	01/02/2011	A Worklessness Assessment and Project Evaluations are currently being carried out. The outcomes will inform the development of the Employment Strategy.

	<p>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>	<p>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>	<p>Karen Alexander (Employment Review) Bernie Whittaker (Enterprise Review)</p>	<p>06/10/2010</p>	<p>An Employment Strategy for the city is being produced, to cover the period 2011-14. It will be shaped by evidence from the worklessness assessment and project evaluations. In light of recent announcements from the coalition government, there is to be a radical reshaping of Welfare to Work provision nationally. This will impact upon the potential role to be played by Councils directly in the future. The options open to the Council in future will therefore be limited and will likely involve a strategic “informing and influencing”, rather than being directly responsible for commissioning employment-related services. Reviews of Employment and Enterprise are underway and these include questionnaires, self assessments, focus</p>
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					groups and best practice benchmarking which will feed into the strategic development of the Employment Strategy
	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	Review of Job Linkage already commissioned as part of overall WNS review process.	Karen Alexander (Employment Review)	06/10/2010	The Review of Job Linkage is taking place and final report is expected on 22 September 2011. The findings will feed into the Employment Strategy for 2011-14.
	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	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.	Karen Mallin	Commenced	Statistics are regularly reported from the Hanlon system and fed into the WNS Board to assess performance.
	It should be ensured that worklessness funding gives added value and wraps around existing national mainstream provision	The current programme has been designed to achieve this goal, with a clear separation of customer between Job Centre Plus and Job Linkage. 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.	Vince Taylor	01/02/2011	Current performance indicates a continuing shift away from JC Plus clients and towards those on Incapacity Benefit/ESA, Income Support or Lone Parents Benefit. From 2011, there will be a national Work Programme to assist these clients.

	<p>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</p>	<p>This proposal will be built into the review with the aim that the new strategy is underpinned by a partnership agreement.</p>	<p>Allison Patterson</p>	<p>01/02/2011</p>	<p>The introduction of the new Work Programme to be administered by DWP will negate the need to continue with a Working Neighbourhood Programme post March 2010. The Work Programme is intended to fund all activity re access to employment. Prime contractors are expected to work with local partners to deliver services relevant to need. Negotiations are taking place with potential Prime Contractors, in order to look at ways the existing Job Linkage service and infrastructure can be utilised to deliver Work Programme in the future.</p>
	<p>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</p>	<p>The Scrutiny review failed to recognise the work of the Employer Link team which operates as part of the Job Linkage 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>	<p>Allison Patterson</p>	<p>01/02/2011</p>	<p>The Work Programme will encompass this in the future. The Prime Contractors will be funded through a payment model which will be based on 'payment by results' when a client moves off benefits and into a job. This will</p>

	jobs with those who have the advantage of recent work experience				necessitate a strong relationship with potential employers, to ensure job opportunities are identified and that clients are successfully moved into those vacancies. Negotiations are underway with potential Primes to make them aware of the Employer Link team and to explore the potential of using this service as part of the Work Programme in the future.
	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	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 Job Linkage outlets.	Karen Alexander	01/02/2011	Agreement has been reached with Jobcentre Plus that those JCP staff working on outreach services within Job Linkage offices will use the Hanlon system to record client progression. No further progress has been made on sharing JCP data and it is recognised as an ongoing issue nationally.