

Scrutiny Statement

Worklessness

Scrutiny Board
(Environment and Neighbourhoods)
May 2010



Introduction and Scope

Introduction

1. 'Worklessness' is a relatively new term that is starting to be used and heard more frequently. Whilst there are various definitions of worklessness, it is defined by the Department of Work and Pensions as "people of working age who are not in formal employment, but who are looking for a job (the unemployed), together with people of working age who are neither formally employed nor looking for formal employment (the economically inactive)".
2. Helping people find work and stay in work is recognised as a priority both nationally and locally. The Government has set a goal of achieving 80% full employment by 2016 and sees tackling worklessness as a way of also increasing social inclusion, reducing inequalities and improving well-being.
3. There are a number of Government Departments and agencies which have primary responsibility for improving skills and linking people back into employment. These include the Department for Work and Pensions, Jobcentre Plus and the newly established Skills Funding Agency.
4. A National Indicator on worklessness (NI 152) was introduced to look at the proportion of the working age population who are claiming an out-of-work benefit—either Jobseekers Allowance, Incapacity Benefits, Income Support for lone parents or other income related benefits. In terms of the commitment locally to achieve the targets set by the Government, the reduction of worklessness is also identified as one of the Council's current improvement priorities.
5. However, in July 2009 the Environment and Neighbourhoods Scrutiny Board considered the Quarter 4 2008/09 performance data for reducing worklessness and acknowledged the difficulties in meeting existing targets, particularly within the current economic climate.
6. In view of this, it was agreed that a working group of the Board would be established to consider the key issues affecting worklessness across the city and to determine how Scrutiny could effectively contribute in addressing this particular problem. The membership of this working group included Councillors Barry Anderson, Ann Blackburn, Graham Hyde and Josie Jarosz.
7. Within this policy area, it was highlighted that both strategy and delivery is fragmented, with responsibility spread across a range of agencies and providers. In terms of the impact on employers in particular, it was noted that they would often be approached by a variety of different agencies and this consequently leads to confusion and frustration by the employer.
8. It was therefore considered appropriate and timely for Scrutiny to focus its attention on the development of the new delivery model for work with employers – 'Employment Leeds'.



Introduction and Scope

Scope of the review

9. We learned that the 'Employment Leeds' model aims to provide a flexible and coordinated approach to assist employers to fill vacancies, develop and retain staff.
10. The model seeks to bring together an offer of assistance for employers, during the recession and as the market recovers, making the most of the skills and experience of all partners. It will also build on the work of the Local Employment Partnership (LEP), a partnership between local businesses and Jobcentre Plus, to maximise employment opportunities for those living in the most deprived areas of Leeds.
11. It was noted that this way of working will require input and collaboration from services across the Council and agencies such as Jobcentre Plus and Yorkshire Forward, as well as effective engagement with the employer / business facing partnership groups in the City.
12. In terms of the overall leadership of the Employment Leeds model, we learned that the Worklessness Strategic Outcomes Group had been tasked to influence and oversee the strategic development and operation of Employment Leeds.
13. However, it was felt that Scrutiny could assist in exploring opportunities for improved partnership working, particularly with the employer / business facing partners, and help ensure that a co-ordinated and joined up approach is embedded within the new delivery model.
14. At the beginning of our review, we noted that a funding bid had already been submitted to Yorkshire Forward to support the development of the model and to take forward this approach from April 2010 through to March 2013. This bid also included funding from the European Regional Development Fund (ERDF).
15. The key strands of activity for the Employment Leeds model gives consideration to the overall 'journey to work', from preparing individuals for work through to job retention. However, it was highlighted that the funding from Yorkshire Forward and ERDF will only support work which is 'employer facing' and responds to the needs of employers rather than individuals. In view of this, we learned that the model assumes that the 'preparing for work' strand will be supported with funding elsewhere.
16. In recognising the importance of this particular strand to the overall success of the Employment Leeds model, we agreed to also focus our attention around existing pre-employment provision and explore how such provision could be fed effectively into the Employment Leeds model.

Evidence gathering

17. During our review, we welcomed the contribution of senior officers from Regeneration Policy and Planning and also Economic Services. In recognising the valuable role of Jobcentre Plus in helping to deliver the Employment Leeds model, we also welcomed the advice and contribution of the External Relations Manager at Jobcentre Plus.



Introduction and Scope

18. In consideration of the 'preparing for work' strand of the model, we also decided to conduct a visit to a local Jobshop (Tunstall Road Jobshop). This provided an opportunity to meet with the Programme Manager, Service Manager and also some of the customers of the Jobshop to obtain their views about the support available to individuals in terms of securing employment.
19. In February 2010, we also welcomed an invitation to attend a joint worklessness workshop where the main focus was around tackling youth unemployment.
20. This workshop, chaired by Jobcentre Plus, was attended by a wide variety of key partners. Whilst providing an opportunity to discuss some of the challenges facing Leeds in terms of addressing those young people not in employment, education or training (NEET), we found that many of the issues raised reinforced some of our own findings around existing barriers in tackling worklessness more generally. This is addressed in more detail in paragraphs 57 to 72.
21. We concluded our evidence gathering sessions for this review at the end of February 2010. Since then, we note that the funding bid for Employment Leeds model was endorsed at a Yorkshire Forward Full Business Plan panel on 30th March 2010 and will be considered by the Yorkshire Forward Board in June 2010. The final bid included £2,395,272 of Yorkshire Forward funding and £984,151 of European Regional Development Funds over the 3 year period.
22. It is clear that the way in which services are delivered and planned can have a substantial impact in helping workless people find and sustain employment.
23. Following our review, we identified 3 key principles aimed at tackling the problem of worklessness. These are:
 - Adopting a more **holistic approach** towards worklessness and considering the needs of the whole family rather than just on an individual level.
 - Embedding a culture of **partnership working** both internally and externally.
 - Delivering **value for money** through smarter targeting and improved coordination of services/resources.
24. We acknowledge that there will be resource implications attached to our recommendations which will need to be taken into consideration. However, our recommendations have been formulated to reflect the above key principles and to assist the Council and its partners to move forward in achieving the objectives of the Employment Leeds model.
25. As a result of our review, we also recognised that worklessness has far reaching consequences in terms of other socio-economic problems, such as child poverty.
26. Children's economic circumstances are essentially determined by the economic status of the adults in their household and figures released by the Office of National Statistics in August 2009 showed that the number of children in workless households stood at around



Introduction and Scope

1.9 million, up 170,000 from a year earlier.

27. The concentration of worklessness among families has serious consequences for the children within them and clearly any measures that successfully address child poverty, especially by giving more households access to jobs, are likely to have wide-ranging effects in the years ahead.
28. We were unable to explore these links in any great detail as part of this review but believe that this warrants further consideration by Scrutiny in the future.



Conclusions and Recommendations

Employment Leads delivery model and key strands of activity

29. At the start of our review, we received two diagrammatic summaries to help illustrate the Employment Leads delivery model and its key strands of activity. These are attached as Appendix A (delivery model) and B (key strands of activity).

30. The main objective of the Employment Leads model is to make the most of the skills and experience of all partners in bringing together a coherent Leeds offer of assistance to existing and new employers in terms of undertaking job brokerage and retention activities.

31. As the funding from Yorkshire Forward and the European Regional Development Fund will only support work which is 'employer facing' and responds to the needs of employers rather than individuals, we received details of the main activities for which such funding would be used as part of the model. In summary, these are as follows:-

Employment Leads Co-ordination Team

32. This team, based in the Council's Regeneration Service (Jobs and Skills division), will include a Project Director, Project Officer, a Procurement Officer and Admin support. The team will work with employers and developers to identify the number and types of jobs available, the skills required across different sectors and the recruitment timescales.

Job Brokerage Team

33. A Job Brokerage Team will be employed by the Council to work with employers to identify their needs and to assist with the recruitment process. This team will work with a broad range of employers, which may include Retail, Construction, Hospitality, Business Finance and Professional Services, Care and Health, and public sector opportunities.

Retention Team

34. Activities will be developed in close consultation with key strategic partners to ensure that they complement existing/ planned provision. It is expected that the majority of work under this strand will be commissioned and will include a number of activities, for example, the establishment of mentoring/buddying schemes to help businesses to retain staff.

Programme Management and Commissioning Activity

35. The Council's Regeneration Service will carry out the following functions:-

- Commissioning and contracting of activity to deliver required outcomes in relation to the Job Brokerage and Retention Teams (within a framework agreed by the Leeds Worklessness Strategic Outcomes Group). Work will be commissioned as competitive grants or as contracts whichever is the most appropriate.
- Early and ongoing advice/ support to partners around interpreting the funding requirements, especially those relating to ERDF monitoring, audit and eligibility issues, and



Conclusions and Recommendations

addressing any performance issues as they arise.

- Development/ implementation of monitoring and reporting systems including submission of claims documentation to Yorkshire Forward.
- Establishment/ coordination of an Operational Steering Group involving key partners.

36. As the Employment Leeds model aims to provide a more coherent approach in liaising with employers and supporting new investors to the city, particular importance was placed upon the role of City Development and Economic Development and Planning Services in helping to raise the profile of the Employment Leeds model amongst prospective employers and developers.
37. In view of this, we recognised the need for relevant staff members within City Development, Planning and Economic Development Services to be briefed on the Employment Leeds model, its objectives, how they support and contribute to its delivery, and what it offers developers and employers.
38. Particular reference was also made to the intelligence gathered by Economic Development Service in terms of the local economy and potential employers and investors coming into the city.
39. Whilst we noted that this local intelligence is being shared between Economic Development and Regeneration Services on an ad hoc basis, it was clear that a more systematic approach towards sharing such data needs to be developed to

assist the delivery of the Employment Leeds model.

Recommendation 1
That the Director of Environment and Neighbourhoods ensures that appropriate briefings are provided immediately to relevant staff within Economic Development and Planning Services in City Development on the objectives of the Employment Leeds model to help raise its profile amongst employers and developers.

Recommendation 2
That the Director of Environment and Neighbourhoods leads on ensuring that a more systematic data sharing mechanism is developed between Economic Development and the Regeneration Services in relation to data gathered on the local economy and potential employers and investors coming into the city.

40. It is clear that effective partnership working between Council services and all other partners will be a key factor for successfully delivering the Employment Leeds model. However, we found this to be particularly important in terms of the 'preparing for work' strand of the Employment Leeds model in view of the wide range of existing services currently providing employability support.

Existing employability support in Leeds

41. Jobcentre Plus is the government agency charged with supporting people back into work. During our review, we



Conclusions and Recommendations

received details of the wide range of employability support currently provided by Jobcentre Plus in Leeds.

42. In response to the recession, we noted that Jobcentre Plus had introduced additional enhanced services for employers and individuals. This included a package of support for Jobseeker Allowance customers who are newly unemployed, those aged 25 plus; increased funding through the Rapid Response Service to support employers and their employees facing redundancies to help them find new jobs; and day one eligibility to Local Employment Partnership vacancy opportunities.
43. In addition to the support provided by Jobcentre Plus, we also acknowledged the wide range of other employability support services available within the public, private and voluntary sectors.
44. In relation to the support provided by the Council, we decided to focus on the information, advice and guidance provided through the network of Jobshops located in areas with high claimant levels.
45. During our review, we conducted a visit to the Tunstall Road Jobshop. This provided an opportunity to meet with the Programme Manager, Service Manager and also some of the customers of the Jobshop to obtain their specific views about the employability support available to them to help secure employment.
46. We noted that the feedback from customers was generally very positive in recognition of the facilities available through the Jobshop service. This included a free impartial face-to-face advisory service; support with preparing CVs and completing application forms; help with interviews skills; internet access for jobsearch and the latest information on local job vacancies.
47. In view of this, we found that one of the main issues raised by customers was around accessibility to such facilities. We noted that the Tunstall Road Jobshop service was only available 2.5 days a week despite there being a clear demand from customers for the service to operate full time.
48. In discussing this further with the Service Manager of the Jobshop, we learned that despite such demand needs, access to the service remains restricted due to limited staff resources.
49. We therefore discussed alternative options available for providing additional coverage, such as developing closer links with the voluntary sector. However, in doing so consideration would need to be given to the level of training required for volunteers and the sustainability of this approach long term. It was noted that opportunities to target and maximise the impact of outreach activity were being explored with Jobcentre Plus and other partners.
50. In recognition of such a valued support service, we believe that further work needs to be undertaken to determine existing customer demand across the city for such services and to explore ways in which such demand needs can be met effectively.
51. In particular, we believe that attention should be given to the potential demand on services in the short term in



Conclusions and Recommendations

anticipation of the challenges presented by continuing decreases in public funding nationally.

Recommendation 3

That the Director of Environment and Neighbourhoods develops an action plan over the next 6 months to determine the existing customer demand for Jobshop services and to explore ways in which such demand needs can be met effectively.

In particular, attention should be given to the potential demand on services in the short term in anticipation of the challenges presented by continuing decreases in public funding nationally.

52. During our visit to Tunstall Road Jobshop, particular importance was placed upon strengthening links between the Jobshops and other key partners and employers in order to raise their profile and be considered as a key contact in terms of future job opportunities.

53. A key role of the Council is to identify where workless individuals are not accessing support and to signpost them to appropriate existing services rather than trying to duplicate this provision. However, we believe that all partners should also be encouraged to signpost individuals to other relevant services where appropriate.

54. We were pleased to note that this approach is also supported by Jobcentre Plus and the Leeds Learning Partnership. We learned that both have secured funding to have a unit in

Leeds Market that would act as an employment and training hub and offer advice to individuals and signpost them to appropriate services. However, it was noted that the long term sustainability of this facility will be depended upon the level of commitment given by other partners to provide staff resource for this unit.

55. To help facilitate this approach, we believe there is merit in mapping all employability support services in Leeds with a view to producing a comprehensive directory that can be utilised by all partners and employers. This directory can also feed into and support the Employment Leeds model.

56. Whilst we would advise that such a directory is produced and maintained by the Council, responsibility should be placed upon all partners to ensure that this directory is kept up-to-date.

Recommendation 4

(i) That the Director of Environment and Neighbourhoods leads on producing and maintaining an up-to-date electronic directory of employability support services/schemes/agencies within Leeds.

(ii) That this directory is widely publicised and responsibility placed upon all partners to keep the directory up-to-date.



Conclusions and Recommendations

Addressing youth unemployment

57. During our review, particular attention was also given to the support available for young people seeking employment. We noted that on 15 December 2009, the Department for Work and Pensions published its employment White Paper 'Building Britain's Recovery: Achieving Full Employment'. Within this, young people are identified as the demographic group most exposed to the negative impacts of the recession. In view of this, three-quarters of the government's £400m support programme over the next 18 months will be invested in tackling youth unemployment.
58. The White Paper sets out new support initiatives for young people to help get more of them back into work. A summary of this support is set out in Appendix C.
59. In February 2010, members of the Board's working group also attended a joint worklessness workshop aimed at tackling youth unemployment, which was chaired by Jobcentre Plus.
60. During this workshop, we again acknowledged the wide range of employability support services and initiatives in place within the public, private and voluntary sectors which aim to tackle youth unemployment.
61. Particular reference was made to the new Future Jobs Fund programme, which aims to create jobs for long term unemployed young people. In November 2009, DWP approval was granted to the Future Jobs Fund bid

submitted by the Council on behalf of partners. The initial contract, covering the period November 2009 to April 2010, assisted in delivering 263 jobs and therefore in view of its success, a further bid to extend the programme was submitted by the Council.

62. We also learned about the Council wide employer-led Apprenticeship Programme, Work4Leeds. This has been developed to enable young people and adults from key target groups to apply for entry level posts. By the end of 2009/10, it was predicted that 250 apprenticeships would be in place.
63. As both of these programmes offer a minimum of 6 months training and work experience, this was considered a key factor to their success. In view of this, we would recommend that any future expansions to these schemes also adopt a minimum of 6 months work experience.

Recommendation 5
That, in recognition of the success of the Future Jobs Fund programme and Work4Leeds Apprenticeship programme, the Council ensures that any future expansions to these schemes also adopt a minimum of 6 months work experience.

64. Whilst we were pleased to note that such a wide range of local support services are available to help tackle youth unemployment, we also recognised that one particular service was not being utilised to its full potential. This was the Leeds Youth Service.



Conclusions and Recommendations

65. The Youth Service works predominately with young people aged 13 to 19 and provides access to universal information, advice and support. In particular, it plays a valuable role in delivering targeted support to those at risk of not progressing, which will include those young people that are not in employment, education or training (NEET).

66. In view of this, we believe that further work is needed to generate greater awareness amongst Leeds Youth Service staff about the provisions available for addressing youth unemployment.

Recommendation 6
That the Director of Environment and Neighbourhoods and the External Relations Manager at Leeds Jobcentre Plus produce a joint action plan aimed at generating greater awareness amongst Leeds Youth Service staff about the provisions available for addressing youth unemployment.

67. We noted that figures provided by the Leeds Connexions Service indicated that in February 2010, the number of 16-18 year olds not in employment, education or training (NEET) was 1,822 (8.3%) and a further 1591 whose current status is Not Known.

68. One of the key concerns raised during the workshop was around those young people whose status is Not Known.

69. Young people are classed as Not Known if they have not had contact with the Connexions service within a certain

period (how regular the contact needs to be depends on whether the young person is NEET or EET). The Not Known figure, therefore, includes young people who may be in contact with other services but whose record has not been updated on the Connexions database.

70. The Not Known figure reported is above statistical neighbours and regional comparators and therefore reducing the number of young people whose status is Not Known is a key priority for Leeds.

71. To help address this problem, particular attention was given to the need for partners to work more closely together in sharing information that will help to track a young persons progress, particularly once they stop accessing support from the Connexions service. Whilst data protection issues were often regarded as a barrier to effective data sharing in the past, it was considered vital that such issues are overcome if Leeds is to address the rising numbers of NEETs and reduce the number of young people whose status is Not Known.

72. As well as tracking individuals, we also recognised the value of effective data sharing to enable the Council and other partners to improve the coordination of existing employability support services and target resources more effectively.

Improving the co-ordination of resources through effective data sharing

73. The level of funding available for pre-employment provision was not



Conclusions and Recommendations

considered to be a concern. However, there is a recognised need for greater alignment of such funding in order to avoid duplication of effort and thereby deliver better value for money.

74. We have already acknowledged that there are a host of organisations working in communities that are targeting the same workless families and individuals in line with their own performance indicators. Many of these are commercial agencies driven to achieve profitability alongside those organisations funded from public sector funding streams and therefore have previously been reluctant to share their customer data.
75. However, it is clear that improved data sharing will enable the Council and other partners to target resources more effectively. We noted that this has already helped to strengthen and add value to the relationship between Environment and Neighbourhoods and Jobcentre Plus.
76. Whilst data sharing approaches are being encouraged amongst other services and partners to enable a more integrated approach towards tackling worklessness, it was evident from our review that this still remains an area for improvement.
77. During our review we noted that the Council has piloted a data sharing project with the Department for Work and Pensions (DWP) in relation to lone parent benefit claimants about to be migrated to Job Seekers Allowance.
78. Through improved data sharing, this pilot project focuses on how the Council can utilise its resources more effectively

to provide targeted marketing of support services to this particular client group.

79. To encourage the further development of data sharing protocols across the Council and its partners, we recommend that the lessons arising from this pilot project are reviewed and widely disseminated to illustrate the benefits of such an approach.

Recommendation 7
To encourage the development of data sharing protocols further across the Council and its partners, we recommend that the Director of Environment and Neighbourhoods ensures that the lessons arising from the Council's data sharing pilot project with DWP on lone parent benefit claimants are reviewed and widely disseminated to illustrate the benefits of such an approach.

80. Further to this pilot project, we understand that work is planned to identify future local data sharing opportunities using the local authority's well-being powers.
81. The DWP protects the information that it holds by strict adherence to Data Protection Act principles ensuring that management and use of all customer information is lawful.
82. In February 2010, we noted that the DWP had released a guide to data sharing to tackle worklessness. Within this, particular emphasis is given to the right of the customer to expect that their information will be handled securely and for their benefit, which we totally support.



Conclusions and Recommendations

83. The guide indicates that informed consent to data sharing can meet some of the legal requirements for data sharing and that a number of local partnerships are building a shared 'client tracking system' on the basis of informed consent arrangements. However, such arrangements are based on collecting new data to be shared.
84. In moving forward, we believe there is merit in the Council also exploring the use of its powers to promote economic and social well-being and the processes for obtaining informed consent from individuals in order to make best use of data to target and deliver activity to reduce worklessness.

Recommendation 8

That, where appropriate, the Director of Environment and Neighbourhoods leads on exploring the use of the Council's powers to promote economic and social well-being and the processes for obtaining informed consent from individuals to make best use of data to target and deliver activity to reduce worklessness.

Supporting people with multiple barriers to work

85. Many workless families and individuals will have multiple barriers to work including housing problems, poor health, childcare needs, issues relating to alcohol or drugs misuse or a history of offending. As no one organisation can provide solutions to all of these issues, such families and individuals are likely to have numerous different action plans
- and professionals working with them, which can cause confusion.
86. Partnership working is therefore essential and we believe the key to achieving this effectively is to identify one lead professional to look at the needs of that family or individual from a holistic perspective and to co-ordinate the necessary interventions with other key partners.
87. During our review, particular reference was made to the EASEL and West Leeds Gateway Worklessness pilot project, also referred to as the '4 Families' project. This project has been running since May 2009 and entails development of a case management approach to supporting workless families and individuals and strengthening partnership delivery of employment and training support. The project is located in four particular neighbourhoods (Halton Moor, Osmondthorpe, Gipton and New Wortley) and is aimed at supporting those households furthest away from the labour market.
88. The main objectives of the project are to test out whether delivering a personalised approach via a dedicated mentor is an effective way of supporting people with multiple barriers to work and to develop multi-agency working in neighbourhoods in the area of employment and economic inclusion.
89. The mentors use a self assessment approach as a way of developing an action plan with individuals which allows them to track their own progress on their route to work or training. It recognises that the target client group will have complex barriers to joining or returning



Conclusions and Recommendations

to the labour market from skills and lack of work experience to practical issues such as debt, family problems and so on.

90. We understand that an evaluation of this project commenced in October 2009 to look at the cost effectiveness of the model and to develop good practice from it. Once completed, we recommend that the findings from this evaluation are brought back to Scrutiny for consideration.

Recommendation 9
That the Director of Environment and Neighbourhoods ensures that the evaluation findings from the 4 Families pilot project is brought back to Scrutiny for consideration once available.

Developing a holistic Works and Skills Plan

91. In moving forward, we noted that the White Paper 'Building Britain's Recovery; Achieving Full Employment' highlights the government's expectations for the development of new Work and Skills Plans.

92. The overarching objective of Work and Skills Plans is to set out how local authorities, working within their partnerships, can help deliver a reduction in worklessness and promote economic inclusion. These are to have a major role in identifying synergies in funding streams and service delivery and potential efficiencies through better alignment of resources.

93. These Plans are also seen as the means to bring together core delivery elements of existing strategies, for example from the Work and Skills Plan and Local Area Agreement, to form a single, coherent and delivery-focused Plan that identifies the roles of respective partners and what they will, individually and collectively, be responsible for undertaking.

94. It is anticipated that the first full Work and Skills Plans will be required to be in place for April 2011 and to cover the three year period to April 2014.

95. Government guidance suggests that, where local authorities and their partnerships are operating within a city region structure, there will be a joint Worklessness Assessment and Work and Skills Plan produced at the city region level. However, in view of the complexity and range of issues contributing to worklessness at the neighbourhood level, it is noted that an assessment and plan is clearly needed for the Leeds Metropolitan District. Every effort will need to be made to ensure that the plans and assessment at the Leeds City level will complement and add value to the City Region Assessment and Plan.

96. The Leeds City Region forerunner programme and the establishment of an employer led Employment and Skills Board will allow the potential benefits of greater influence and involvement in DWP and Skills Funding Agency commissioning linked to the production of Worklessness Assessments and Work and Skills Plans to be explored.

97. The development of a Works and Skills Plan for Leeds provides a valuable



Conclusions and Recommendations

opportunity to respond effectively to the issues that have been raised during our review in terms of promoting a more joined up approach towards tackling worklessness. In particular, we believe that this Plan should also be used as a means of strengthening the links between employability support services for adults and young people.

Recommendation 10
That the Director of Environment and Neighbourhoods leads on ensuring that the Leeds Works and Skills Plan

- a) complements and adds value to the Leeds City Region plan to make best use of resources;
- b) promotes a joined up approach towards tackling worklessness, with particular attention given to strengthening the links between employability support services for adults and young people.

Promoting positive achievements

98. Our review has also provided an opportunity to acknowledge the positive work that is being undertaken to help address worklessness in Leeds.

99. Within Leeds, we noted that there are 3 Area-based Worklessness Groups focused on inner city areas which are chaired by Jobcentre Plus and involve a wide range of key partners. Each group has developed an action plan to meet the needs of their particular areas and a number of positive outcomes have arisen from such targeted work.

100. Elected Members would benefit from learning more about such action plans and for the achievements arising from these plans to be publicised more effectively.

Recommendation 11
That the Director of Environment and Neighbourhoods ensures that all Elected Members are made aware of the Area-based Worklessness Groups and advised on how they can be engaged in the work of these groups.

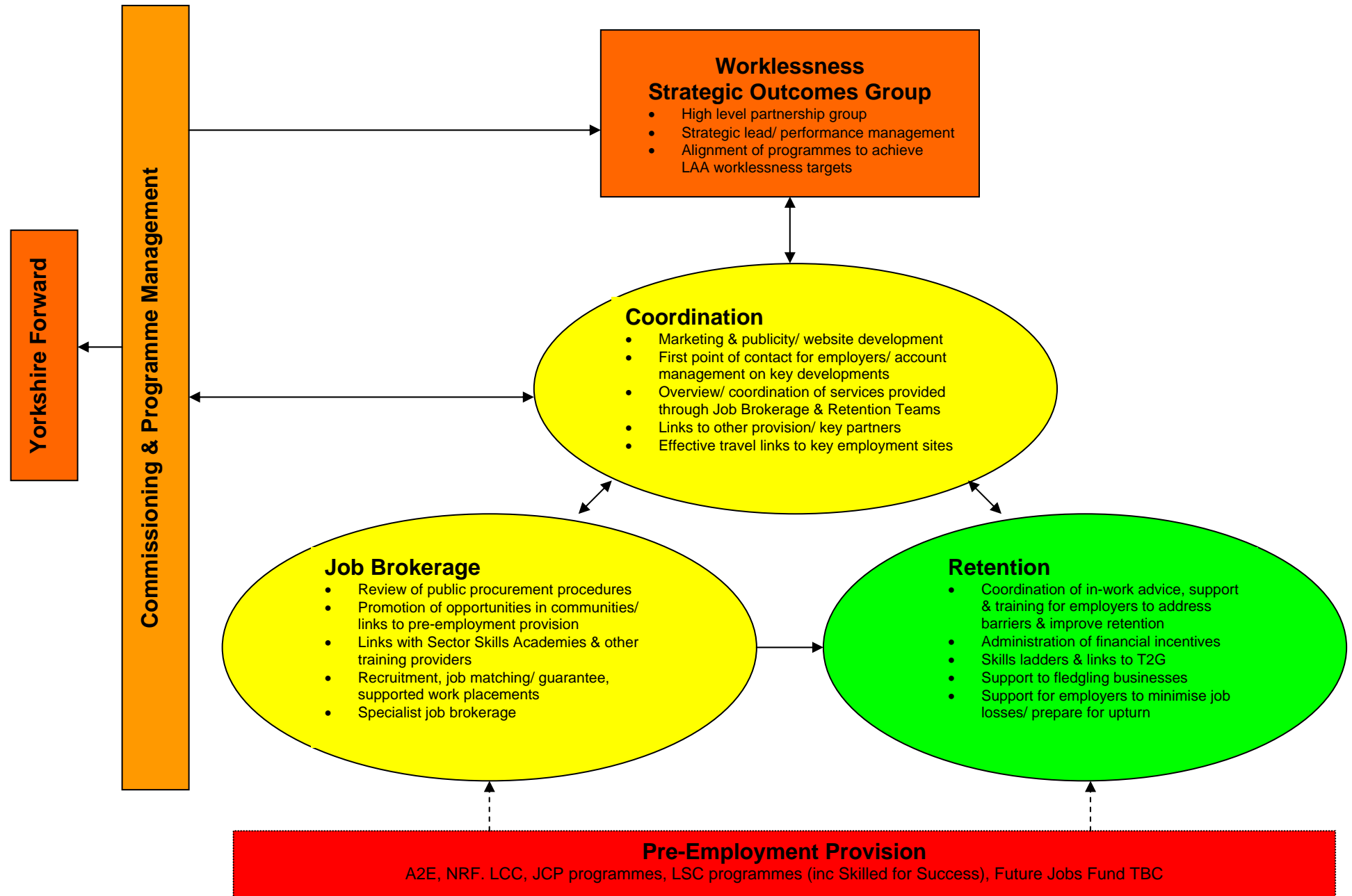
101. When monitoring the reduction of worklessness through the quarterly performance management process, we believe that such reports would benefit from the inclusion of more case study evidence demonstrating where actions and local initiatives aimed at tackling worklessness have proved to be successful.

Recommendation 12
That the Director of Environment and Neighbourhoods ensures that future quarterly performance management reports include more case study evidence of where actions and initiatives aimed at tackling worklessness have proved to be successful.

102. We also believe that such positive publicity should also feed into the Employment Leeds model to help demonstrate to employers that the Council and its partners remain committed to improving the economic climate of Leeds and will continue to respond positively to the challenges presented by the current economic climate.



Appendix A





Appendix B

Preparing for Work

First Step Engagement/ Employability Support

- engagement with 'hard to reach' individuals in deprived communities to help address barriers to work
- practical assistance eg with childcare & travel arrangements
- Information, Advice & Guidance (nextstep)
- referrals to specialist services eg around debt, housing & health issues such as drug or alcohol dependency
- soft skills eg confidence building, social & personal development
- jobsearch, help with CV writing & interview techniques
- support for those being made redundant (particularly the lowly paid/ qualified) to help them return to work quickly
- volunteering, work experience, job creation & other ways of keeping people engaged/ skilled up in preparation for the upturn

Skills Development

- bespoke &/or sector specific training eg in Construction, Retail, Administration, Customer Services, Care
- links with Sector Skills Academies

Into Work

Employer Engagement/ Coordination

- more coordinated/ managed approach to inward investment & key developments/ regeneration schemes in order to maximise opportunities for the City
- single point of contact with employers & ongoing support through full life cycle of development
- branding/ marketing of 'Employment Leeds' Offer based on an enhanced LEP model
- effective travel links to key employment sites

Job Brokerage

- dedicated team to deliver the offer on key employment sites (eg Trinity & Eastgate, Leeds Arena, LBIA, Tesco) &/or within specific sectors
- review & revision of public sector procurement procedures to include robust community benefit clauses
- promotion of opportunities in communities eg through employment fairs, bus
- support for the employer to recruit suitably trained people who live locally (including pre employment training)
- employability skills sessions delivered by employers
- job matching to 'suitable' posts through job guarantee, apprenticeship schemes, supported work trials &/or volunteering opportunities
- specialist job brokerage eg in Construction, Retail
- continued support to clients once in-work

In Work

Job Retention

- support for the employer to develop flexible & diverse recruitment/ employment practices
- in work support to address ongoing barriers eg 'buddying' & mentoring schemes, training for supervisors
- financial incentives/ bonuses to help employers retain staff, including an Emergency Fund
- facilitate links to Train to Gain, Apprenticeships etc & create 'skills ladders' which will help to free up jobs at entry level
- enable & support fledgling businesses to grow by becoming first time employers (possible links to LEGI)

Economic Resilience

- help minimise job losses through specific support for employers to consider other options to closure/ redundancy eg reduced working hours, downsizing
- employment support & well-being service pre & during 'change management' (links to Advice Leeds)
- where feasible, support to develop & implement expansion plans

Journey to Work



Appendix C

Building Britain's Recovery: Achieving Full Employment – summary of key initiatives aimed at young people.

On 15 December 2009, the Department for Work and Pensions published its employment White Paper 'Building Britain's Recovery: Achieving Full Employment'.

Within this White Paper, young people are identified as the demographic group most exposed to the negative impacts of the recession. Three-quarters of the £400m programme over the next 18 months will therefore be invested in tackling youth unemployment.

The White Paper sets out new support for young people to get more of them back into work. This includes:

- a dedicated personal adviser from day one of their unemployment claim and more time with an adviser throughout their claim;
- extra support for 16–17-year-olds from Jobcentre Plus, working closely with local Connexions services;
- a new subsidy for employers taking on 16–17-year-old apprentices;
- a January guarantee for 16–17-year-olds who are not in education, employment or training (NEET) of an offer of an Entry to Employment place, and Education Maintenance Allowance to go with it;
- a new Young Person's Guarantee for 18–24-year-olds that, if they are still unemployed after six months, they will be offered a job, training or internship and will be required to take it up before they complete 10 months on JSA;

- the Graduate Guarantee that graduates still unemployed at six months will be offered a graduate internship or other support; and
- over 100,000 government-funded additional training and job opportunities, on top of the 300,000 already pledged for the next 18 months, to help deliver the Young Person's Guarantee.

Scrutiny Board (Environment and Neighbourhoods)
Worklessness Review
May 2010
Report author: Angela Brogden



www.scrutiny.unit@leeds.gov.uk