

Chichester District Council

OVERVIEW AND SCRUTINY COMMITTEE

2 July 2015

Chichester in Partnership – Getting people into Work Strategy 2012-2015 – Progress against Action Plan

1. Contacts

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2. Recommendation

2.1 The Overview and Scrutiny Committee is requested to review progress made against the original Getting People into Work Strategy and action plan 2012-2015, note the revised strategy 2015-18.

3. Background

3.1 In September 2011 Chichester in Partnership identified that rising unemployment and the particular issue of long term unemployment was potentially a growing issue for the district and could have an impact on the quality of life. The partnership agreed to develop a 'worklessness' strategy to investigate the issues and develop solutions for the partnership to act upon.

3.2 The strategy was developed by Chichester District Council's Economic Development Service and the Partnership's officer in consultation with numerous partner organisations including Job Centre Plus, West Sussex County Council, Royal British Legion Industries, Coast to Capital LEP and Chichester Chamber of Commerce and Industry.

3.3 The original Getting People into Work Strategy 2012-15 and accompanying Action Plan (GPWS) 2012-2015 was approved by Chichester in Partnership in May 2012 and adopted by Chichester District Council's Cabinet in June 2012 (The Action Plan is attached at Appendix 1).

3.4 A new Getting People into Work Strategy 2015-2018 was approved by Chichester in Partnership in December 2014 and adopted by Chichester District Council's Cabinet in March 2015 (The Strategy and accompanying Action Plan is attached at Appendix 2)

4 Outcomes to be achieved

4.1 The primary aim of the original strategy was to **reduce the length of time individuals are out of work**. The rationale for this was that evidence shows that the longer a person is out of work, the more difficult it becomes to secure employment and the greater the impact it has on other issues such as health and wellbeing.

4.2 The intended outcomes all focused on directly or indirectly supporting people into paid employment. We know that assisting people into work has a wide range of benefits and positive knock-on effects for the economy and society as a whole. Delivering the strategy supported both the council's own strategic priorities for the economy and for community wellbeing, as well as those set out in Chichester District's Sustainable Community Strategy.

4.3 The original GPWS action plan (Appendix 1) identified six priority objectives with outputs and outcomes. They were:

1. To concentrate efforts to support young people in the 16-24 group to improve their readiness for work by:

- Building on the work already being done to support young people, such as apprenticeships and basic skills training
- Providing good quality work experience opportunities to young people within our own organisations to give them credible work experience that employers can have confidence in
- Ensuring those with Special Educational Needs receive the appropriate package of support to improve their chances to learn, train and work

2. To look for solutions to transport barriers by:

- Reviewing with West Sussex County Council and others, the public and community transport services and exploring ways in which we can either influence existing transport providers to provide more flexible transport services or provide new transport services that can get people to where they work or train.
- Encouraging car sharing
- Exploring the potential for wheels to work schemes
- Enabling local business development and self employment where that could help reduce the need to travel

3. To enhance our customers' experience by improving communication and coordination amongst service providers by:

- Developing closer working relationships amongst service providers, for example, by hosting an initial networking event for those providers and community & voluntary sector organisations to share information about what we each do and identify where we can better coordinate our activities
- Producing a database of services available for service providers to use to be able to refer customers to other support organisations
- Reviewing and evaluating how well we communicate to customers and improving access to information

4. To work more closely with employers to match people to the jobs available now and which will be available in the future by:

- Coordinating our engagement with employers
- Adopting a targeted approach to, firstly, fully understanding their recruitment needs and the expectations of potential employees and, secondly, setting out the ways in which we can help deliver their business needs, including recruitment

- Identifying what the gaps are. For example, good work experience practices from school-age onwards
- Addressing through school, further and higher education, the lack of basic skills that employers consistently say are an obstacle to employing people, particularly numeracy and literacy
- Developing skills-matching to match an individuals' skills and experience to jobs available
- Encouraging a Corporate Social Responsibility approach by raising awareness of the employment needs of the District, apprenticeships, work placements and Department for Work and Pensions initiatives such as work trials

5. To focus initially on the wards in the District where the number of people out of work is consistently high compared with other wards by:

- Looking at options for providing a 1:1 support approach to families and individuals who have either never worked or have been long-term out of work
- Adopting a twin-track approach with specific support for those who are 0-6 months unemployed where there is a high probability of getting them back into work quickly, and a longer-term more holistic intervention for those who are longer-term unemployed and who might face more challenging barriers

6. To support the development of local enterprises and self employment as a way out of unemployment.

- Coordinate efforts and initiatives to provide support for enterprise in the District

4.4 These were monitored on an on-going basis by the Chichester in Partnership Co-ordinator and Chichester in Partnership receives regular reports on progress. In addition, the Worklessness Steering Group meet every six months to review progress against targets. Major partners involved in the delivery of this action plan met on a more regular basis.

4.5 Both the Worklessness Steering Group and Chichester in Partnership agreed that they wanted to see the work of the strategy continue for another 3 years.

5. Success of Getting People into work 2012-2015

This section largely reports on the progress since last year's report to the Overview and Scrutiny Committee in April 2014.

To concentrate efforts to support young people in the 16-24 group to improve their readiness for work

5.1 Choose Work began as a two-year work experience programme for unemployed residents of Chichester District. Established in January 2013 and funded by the Department for Work and Pensions, it exceeded its target of engaging 80 people into work placements in its first two years. In total 89 unemployed people were placed into voluntary work experience, 47% of whom found work and better future prospects. Over 30 companies were involved in offering work placements. A return on investment calculation (based on DCLG

figures) indicates that this project over a 2 year period saved the public purse an estimated £311,979 – 12 times the original investment of £25,000. For 2015, further funding from Department of Work and Pensions and from CDC has enabled Choose Work to continue and to expand its vital work, helping many harder-to-reach unemployed residents and delivering employability workshops and support in the rural areas of the District. Choose Work is now engaging with those on Employment and Support Allowance and they can be more difficult to help. Since January 2015, 99 clients engaged via Chichester and rural workshops by Choose Work, with 19 work experience placements delivered, and 14 new partners engaged, and enabling over 25% clients back into work so far.

- 5.2 The Chichester College Back to Work Team 'Community Works' has given construction students, together with long-term unemployed people, the opportunity to gain real work experience and to help them up-skill and increase their employability chances. The project has run for a year and helped 10 different community projects across the district so far.
- 5.3 The Apprenticeship Group delivered the second annual business conference in January 2015. This promoted the apprenticeship scheme to construction and engineering companies. It was another upbeat and informative event successfully engaging with 75 local businesses. There were good presentations from apprentices, and businesses employing apprentices. The conference also provided information about financial incentives, opportunities and support available.
- 5.4 The National Apprenticeship Service has provided the Economic Development Service with weekly updates on apprentice vacancies for the West Sussex area, and the information has been used to help find opportunities for Choose Work candidates and to fill vacancies where possible.
- 5.5 Number of apprentices: for 2013-14 there were 560 starts in the full year; for 2014-15 from August 2014 to January 2015, there were 310 starts (data for the full year will be available in Autumn 2015).
- 5.6 'Become an Apprentice' Exhibition. The Economic Development Service continued to promote apprenticeship opportunities to young people via its 'Become an Apprentice' exhibition event in October 2014. This event had over 30 local employers and agencies advertising their live vacancies, and young people were invited to attend to find out more.
- 5.7 EDS produced a 'Guide to Apprenticeships for Young People' with input from the other apprentices in the Council, and the draft version was consulted-on with external groups.
- 5.8 Employer's Guide to Work Experience. The Economic Development Service worked closely with local schools' work experience coordinators in producing an 'Employer's Guide to Work Experience for Pre-16 year-old students in Chichester District. The guide is now being promoted widely with all partners and via business networking events. The aim is to continue to encourage more employers to offer work placements.

- 5.9 'Find your Future' project with Wellbeing. This project complemented the Choose Work project. Through a number of our projects we were noticing people who had low level mental health needs. Although often there was no formal diagnosis, they needed a bit of extra help to get their lives going in the right direction. 'Find your Future' can best be described as a series of workshops to help individuals think differently about their life. A number of participants gave this project positive feedback and they generally moved into the Choose Work project when ready.

To look for solutions to transport barriers

- 5.10 WSCC have introduced a concession on local buses for unemployed people and the development of local services such as SelseyWorks was also seen as an alternative way to overcoming the transport barrier. This objective is being continued into the next strategy.

To enhance our customers' experience by improving communication and coordination amongst service providers

- 5.11 Input and funding was provided into a new employability website called 'Pathway – Steps to Success', which has been designed by young people for young people to help them make decisions on their future career.
- 5.12 A network meeting was set up for employment support service providers that was useful in improving communications. Following the initial meeting this initiative has continued and is now run by Hyde Martlet and partners meet on a quarterly basis. The ongoing meetings for this strategy and related projects are also helping in communication and increased partnership working.

To work more closely with employers to match people to the jobs available now and which will be available in the future

- 5.13 Coast to Capital launched the 'Business Navigator' website and an Inward Investment website was also launched.

To focus initially on the wards in the District where the number of people out of work is consistently high compared with other wards

- 5.14 Selsey Works. The SelseyWorks project was born out of the Think Family Neighbourhood Area work and inspired and driven by this Strategy. After a year of running Selsey Works a cost benefit analysis exercise was undertaken, using the DCLG cost savings tool as the basis for the analysis. Although some of the values in the DCLG calculator may be overly optimistic, they are the values that are being used nationally for the Troubled Families Initiative.

	Number of people	Cost saving for state per person	Total cost saving to the state
People helped into successful employment	30	£8219*	£238,351
Business Start-ups	18	£8219*	£147,942

College/ Apprentices	9	£8219*	£73,971
Carers Supported	18	£18,473 ^a	£332,514
Homelessness (refuge project)	15	£18515*	£277,725
Number of “at risk” young people supported to gain qualifications. (Tune In Project)	23	£5411*	£124,453
Total Savings			£1,194,956

*Figures derived from DCLG cost savings calculator tool

^aFigure derived from Carers UK

5.15 In early 2015 SelseyWorks had to adapt to a reduction in funding. The project is now offered by Selsey Town Council. From the beginning of July it will have a full time worker and be working out of an office beside the town council. SelseyWorks has won the chance to be a Department of Communities and Local Government (DCLG) 'Our Place' neighbourhood and we will be working with them on future plans.

To support the development of local enterprises and self employment as a way out of unemployment.

5.16 The Business Support Officers within the Economic Development Service have continued to play a key role here, assisting with the formation of numerous businesses through help with business plans, discussing and refining ideas, seeking funding and premises, and signposting clients to other sources of support and advice.

5.17 Within SelseyWorks space was provided for entrepreneurs to launch their businesses and, with the close input of one off the Council's Business Support Officers, it successfully helped 18 new businesses.

Other Benefits and Case Studies

5.18 Further benefits received from partnership working under the strategy have been; improved relations with partner organisations such as Chichester College and Department for Work and Pensions, supporting local communities to find their own solutions to problems, and helping local residents take their lives forward.

5.19 Choose Work Case Study – Client One

Client One is in his late 40's and came to Choose Work following many years of working at Management level in bars, pubs and clubs. Alcoholism had led to him leaving work to seek treatment and to a period of unemployment.

Due to his illness, Client One was unable to return to his previous employment and was looking for a complete change of work. He was particularly interested in working in the countryside and in an outdoors job.

We organised a Work Experience Placement for him at New House Farm, East Dean, with a sheep farmer who is a tenant on the Goodwood Estate. Client One did a wide variety of tasks from lambing to fencing. The farmer was delighted to have the extra help and has asked if he can work with Choose Work again if we have another similar client who is looking for experience. During his placement, he took time away from the farm for Crop Spraying and Fork Lift Truck courses with Growtrain.

Client One subsequently got a job working for a local timber mill.

5.20 Choose Work Case Study – Client Two

Client Two is in his late 50's. After 25 years working in a Midhurst acrylic moulding factory, he gave up his job to move to Selsey and get remarried. As he had always been in work he never imagined it would be difficult to get a new job.

He had been out of work for 6 months when he came to Choose Work. We signposted him to the Find a Future course run by Steve Hill for Chichester District Council Wellbeing Department, as we felt he would benefit from a new perspective on his life and on his job search. He was already volunteering for Selsey Wildlife Trust and was not keen to do any additional work experience.

We worked with Client Two on his CV and advised him to contact various local organisations on spec to see if they had vacancies. These included Selsey Press, Bunn Leisure and various horticulture businesses locally. He didn't have any immediate success and we continued to work with him, recommending a number of jobs we found through the District and helping him with applications for positions including Montezuma's chocolate factory and Brick Kiln Garden Centre.

After 8 months out of work, he was offered a Grounds Maintenance position at Bunn Leisure. The Manager had been impressed with his on spec application which he had kept on file and contacted him when a position became available.

6. Getting People into Work Strategy 2015-2018 (Appendix 2)

- 6.1 The new strategy will continue some of work set out by the original document but explore other areas of concern such as workplace skills, helping those facing social injustice and improvement through skills. Specific outcomes will be developed as the projects are advanced. The new strategy can be found in Appendix 2.
- 6.2 Projects such as Choose Work, SelseyWorks and Community Works will continue, though funding for projects will need to be sourced and new projects around other areas of concern are under early stages of development.
- 6.3 The new strategy sets out six priority areas:
 - To help those facing social injustice into work. For example

- Employment Support Allowance claimants, lone parents, and older people in rural areas assisted by developing local support for residents who are seeking work or setting up their own businesses
- Those living in the Think Family neighbourhoods helped to access employment support and their skills developed
- People helped into full-time and better paid employment through access to training, and improved work based skills
- People with caring responsibilities helped to stay or return to work through exploiting the opportunities that new technologies present
- To increase workplace skills (such as interview skills, confidence and work place etiquette) in school leavers by embedding skills into the local curriculum
- Solutions to overcome transport-to-work barriers in the District identified, and relevant partners working to help deliver these

7. Resource and legal implications

- 7.1 CDC is the lead partner on a number of these strategic outcomes and is accountable to the Chichester in Partnership Core Group.
- 7.2 CDC is also the accountable body for the Partnership and therefore is responsible for any funding. For example, Chichester District Council is responsible for the management and delivery of the two Choose Work Coordinator posts.

8. Consultation

Partner organisations consulted in the development of the original strategy and the new strategy include:

- Department for Work and Pensions
- Voluntary Action Arun and Chichester
- Chichester Chamber of Commerce and Industry
- Chichester College
- University of Chichester
- Royal British Legion Industries (a work programme provider)
- Action in Rural Sussex
- StonePillow
- Chichester and Arun Citizen's Advice Bureau
- West Sussex County Council

9. Community impact and corporate risks

- 9.1 The aim of the strategy is to have a positive impact on those that are unemployed in our district, by supporting them back into work. If individuals return to work they will not be claiming benefits or demand other services such as health, police and housing.
- 9.2 Choose Work has had a considerable impact on residents within the community by raising aspirations and engaging local businesses. This has also been the case with Selsey Works.

- 9.3 Risks to CDC have been kept to a minimum as project funding has primarily come from other sources. Funding for Choose Work Coordinators posts is in place until January 2016, and further bids for future funding with DWP, the Council and other sources will need to be secured if Choose Work Programme is to continue.

10. Other Implications

Are there any implications for the following?		
	Yes	No
Crime & Disorder:		✓
Climate Change:		✓
Human Rights and Equality Impact:		✓
Safeguarding:		✓
Other (Please specify): eg Biodiversity		✓

11. Appendix

Appendix 1 – Getting People into Work Action Plan 2012-2015

Appendix 2 – Getting People into Work Strategy and Action Plan 2015-18

12. Background Papers:

Getting People into Work Strategy and original action plan

<http://www.chichesterinpartnership.org.uk/index.cfm?articleid=20031>