



Working Neighbourhoods Fund Project Study



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1. Introduction and key messages

1.1 About the Working Neighbourhoods Fund project study

This document describes the state of play in implementing the Working Neighbourhoods Fund (WNF) in 24 out of the 61 areas, as at the end of March 2010. (These areas are listed in Appendix 1). A team of Local Improvement Advisers was assigned by the Department for Communities and Local Government to interview the WNF leads and colleagues/partners and gather background information. The intelligence gathered from this exercise is being placed alongside a range of other sources of evidence (e.g. from the Scoping Study into the WNF evaluation,¹ evaluations of the Local Enterprise Growth Initiative and the Neighbourhood Renewal Fund, etc) in preparing the case for regeneration expenditure as part of this year's Spending Review.

Topics covered (see Appendix 2 for the Topic Guide) were:

1. Activities funded or supported directly by the WNF Fund.
2. Groups of people specifically targeted through these WNF interventions.
3. Funding sources deployed alongside the WNF – and how partners seek to ensure that the WNF adds value to what is funded through other sources.
4. Mechanisms are in place for planning, commissioning and performance management, and how stakeholders are involved, including Jobcentre Plus specifically.
5. Influence (direct and indirect) of the WNF on resource allocation and delivery by partner organisations, notably Jobcentre Plus and Department for Work and Pensions contractors.
6. Innovation supported by the WNF, and evidence that these are working, in particular those activities aimed at people furthest from the labour market?
7. Evidence of impact of the WNF-funded interventions, including improved outcomes for targeted groups.
8. Equity and cohesion issues and how these have been tackled.

¹ DCLG (2010) The Working Neighbourhoods Fund (WNF) Scoping Study. www.communities.gov.uk/publications/communities/wnfscopingstudy

9. Suggestions for steps that government could take to maximise impact and efficiency on the ground in ways relating to the WNF.

The exercise has not sought to be a forensic audit of the use of WNF, nor an impact evaluation. The emphasis for the Department for Communities and Local Government (DCLG) has been on the qualitative nature of the exercise. Its primary concern has been to establish an up-to-date picture of how WNF has been deployed on labour market/economic interventions.² As such, it has not investigated wider applications of WNF allocations within Area Based Grants, where these have been used, e.g. in funding of Local Strategic Partnerships and neighbourhood management infrastructure.

1.2 Key messages

- **Most areas visited have directly addressed the purpose behind the Working Neighbourhoods Fund**, set out originally by DCLG as to *“simplify and refocus local level funding to tackle worklessness and low levels of skills and enterprise within some of the most disadvantaged communities”*.³ In other cases, the WNF has been seen as a flexible source of funding to do a wider range of activities in pursuit of Sustainable Community Strategy/Local Area Agreement and neighbourhood priorities, while tackling worklessness to a degree.
- **Significant elements of WNF spend in some areas have only been commissioned recently** – thus a notable amount of employment, enterprise and skills provision is only getting going in Year 3 of a three year programme. This reflects:
 - how areas have managed the transition from Neighbourhood Renewal Funds to WNF (widely accepted as a necessity in the first year of the three year funding period)
 - a local stress on gaining neighbourhood and partner engagement and support, and developing the evidence as a firm basis for prioritisation and commissioning
 - the additional WNF allocation awarded in 2009-10.
- **It can be difficult to disentangle the ‘WNF’ contribution in local employment and skills strategies**, especially where budgets are not ring-fenced within the Area Based Grant (e.g. in Hackney, Nottingham, Sheffield in contrast to, e.g. Doncaster, Enfield, Knowsley, Lambeth and Tower Hamlets).

² In a few cases, illustrations are not WNF-specific – rather they highlight good examples where local authorities are collaborating effectively with partners as part of agreed strategies with WNF funding at the core. Note that there are also cases where other funds are used to promote activities that could have been funded by the WNF, e.g. social enterprise in Stoke-on-Trent, funded under Connections to Opportunities (Advantage West Midlands programme targeted at those furthest from the labour market).

³ DCLG/DWP (2007) The Working Neighbourhoods Fund. www.communities.gov.uk/publications/communities/workingneighbourhoods

- **Some areas stress action funded by the WNF on both** demand and supply sides (e.g. Enfield, Islington, Leicester, and Walsall). Doncaster and Great Yarmouth are good examples of combining the WNF and the Local Enterprise Growth Initiative.
- **There is some evidence of shifts towards greater targeting, on deprived communities and on people who are hardest-to-reach/help**, although the recession has also pulled areas in the direction of using the WNF to provide early assistance to recently unemployed people. There are signs of more emphasis on targeting families, linked to the child poverty agenda.
- **There is evidence of WNF added value** deriving in particular from:
 - a focus on particular stages of the ‘customer journey’ (especially early stages: outreach, volunteering, etc) which have not been well-resourced in the past
 - mechanisms to ensure complementary provision to Jobcentre Plus and Department for Work and Pensions programmes (e.g. supplementing Future Jobs Fund/ Apprenticeships)
 - reinforcing attention amongst partners in Local Strategic Partnerships to the importance of tackling worklessness in seeking to reduce poverty and deprivation.
 - Relationships between local authorities and Jobcentre Plus generally reported as good or very good. In several areas, however, there is work to do on relationships with Department for Work and Pensions contractors: they are not always engaged in local planning and delivery and in seeking to ensure the best possible outcomes for residents.
- **Assessing value for money under WNF** remains problematic, in that in many areas, evidence is only now becoming well-established. Importantly:
 - the use of strategic commissioning has been spreading – this should provide reassurance about value for money and achieving added value
 - in some areas, there has been a very conscious decision to go for fewer, larger projects (e.g. Nottingham Jobs Plan; Newham Workplace; Leicester Multi-Access Centres) or programmes (e.g. Aspiration Doncaster; Haringey Guarantee) which offer greater scope for effectiveness and efficiency, provided that the programmes are well-founded.
- **Evaluation of the WNF needs to have broader scope in looking at how the combined efforts of partners in localities have an impact on reducing worklessness**, reviewing (a) changes in outcomes; (b) the added value of the WNF; (c) effective practice (homing in on specific aspects of provision, e.g. employment hubs, mental health initiatives, outreach with housing associations, etc).

- **Several areas were already taking specific steps to plan beyond March 2011, in expectation of reduced resources.** There were several references to applying Total Place thinking and experience to achieving more for less.

The main requests to DCLG were for:

- a decision on future funding to be made as early as possible, with a number of areas wanting to see the WNF element of Area Based Grant ring-fenced and some advocating a single local pot to cover worklessness programmes
- greater local say on commissioning, and local accountability for providers
- greater complementarity between WNF and EU funds
- making data sharing easier, and providing access to Department for Work and Pensions performance data
- promoting and sharing good practice
- drawing together evidence on the added value/impact of multi-agency, multi-intervention approaches compared to conventional delivery, and providing benchmark costs of different types of intervention.

The report proceeds to:

- describe how the WNF is being used in tackling worklessness (Section 2)
- illustrate how the WNF interventions are being targeted (Section 3)
- comment on local approaches to planning and commissioning with the WNF (Section 4)
- highlight ways in which the WNF has added value (Section 5)
- provide a picture of stakeholder engagement around planning and use of the WNF (Section 6)
- review information on the WNF impact (Section 7)
- comment on equality and cohesion issues identified (Section 8)
- provide feedback on what the areas would like Government to do to support improved local delivery and impact, and steps they were intending to take themselves (Section 9).

The analysis throughout this report concentrates on activities directly relating to tackling worklessness, and does not include investigation of where in effect the WNF has been used for other less direct purposes, e.g. in supporting the core costs of Local Strategic Partnerships and neighbourhood working arrangements.

The fieldwork was carried out before the General Election and therefore prior to policy announcements by the Coalition Government and cuts in budgets.

2. How the Working Neighbourhoods Fund is being used in tackling worklessness

This section summarises how the Working Neighbourhoods Fund (WNF) is being used in the areas visited, with illustrations. It provides some general observations on how the WNF is being used in tackling worklessness, including changes in the past year in the light of the recession. It then comments on how the WNF has helped to shape local priorities and service delivery, especially in designing more integrated services revolving around the customer. It highlights how the WNF is being used with other funding sources, and also identifies where the WNF is funding enterprise and economic development activities.

2.1 General comments

The WNF is ring-fenced by the local authority and partners in some areas (e.g. Doncaster, Enfield, Knowsley, Lambeth, Tower Hamlets) but not in others (e.g. Hackney, Nottingham, Sheffield). Some substantial commitments of the WNF have only been made recently in a few areas.

There is total commitment behind the purposes of the WNF in some areas (e.g. Greenwich, Walsall, Wigan) and not in others (e.g. where local political priorities have stressed the importance of broader community renewal or early intervention strategies). In cases such as Leicester and Waltham Forest, the refocusing of the WNF on tackling the roots of worklessness has led to reorganisation, with the transfer of programme management responsibilities into the local authority economic development function.

There is a range of delivery models for worklessness programmes: from very largely in-house (e.g. Knowsley) to all or almost all contracted out (e.g. Walsall) with various mixed models in between (e.g. Stoke-on-Trent).

The degree of emphasis on neighbourhood engagement and delivery varies. Several areas (e.g. Doncaster, St Helens, Sheffield) stress the importance of robust neighbourhood management arrangements through which to raise awareness and commitment to tackling worklessness priorities.

- Figure 1 below sets out the spread of activities being pursued by the WNF authorities and their partners. (These categories follow those used by the

Department for Communities and Local Government (2010) WNF Evaluation Scoping Study.) All areas support activities relate to helping local residents:

- get involved on their journey into work (through activities such as outreach; referrals; confidence building; volunteering)
- become more employable (though, e.g. job seeking skills; employment advice; job readiness; personal skills; vocational skills; pre-recruitment training; benefits advice)
- get a job (such as through recruitment assistance; apprenticeships; job placements and work trials)

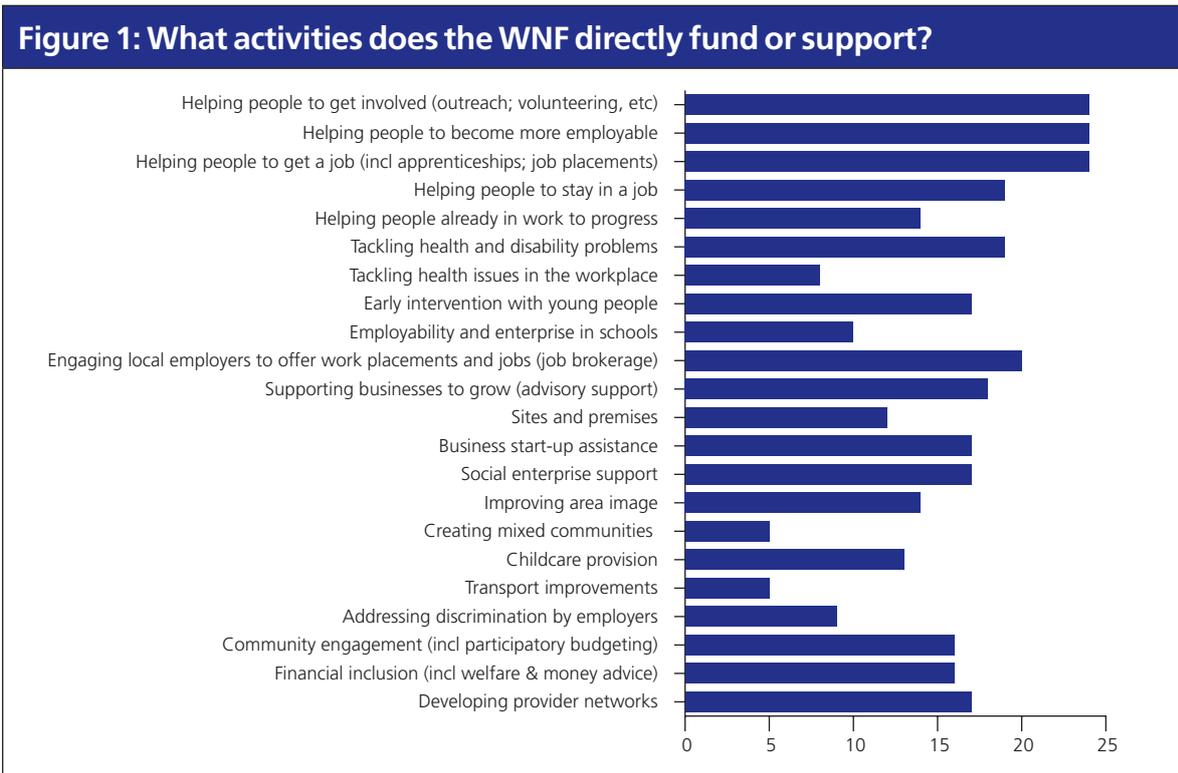
...while around five out of six

- engage local employers to offer work placements and jobs
- help people stay in employment
- help to tackle health and disability problems amongst jobseekers

and two-thirds:

- action with NEET young people (i.e. those not in education, employment and training)
- business start-up assistance
- social enterprise support
- financial inclusion work including welfare and money advice
- developing provider networks

(Please note that some areas in the responses included activities funded by sources other than the WNF. Therefore, this analysis reflects more the programme of the local partnership around worklessness than a strict breakdown of WNF activities.)



N=24 local authorities

2.2 Changes in the past year

The flexibility of the WNF has been much appreciated in enabling recession responses (e.g. in co-ordinating and strengthening local responses to redundancy co-ordination, as in Doncaster and Walsall; introducing or extending money advice services, e.g. in Halton and Sefton; increasing priority to business support, e.g. in Wigan; and promoting the retail and visitor experience, e.g. in Enfield). Newham used the WNF in putting together a recession package of activities with a £1m budget. Several areas widened focus of their support from longer term unemployed people to more recently unemployed claimants on Jobseeker’s Allowance, and a few widened their set of target neighbourhoods (e.g. Doncaster, Haringey). Other areas such as Islington and Lewisham have maintained a focus on longer term benefits claimants.

The WNF has been widely used to supplement the Future Jobs Fund, especially with a view to maximising employment prospects for Future Job Fund employees, e.g. through linking the Future Job Fund to Apprenticeships (see 2.6 below).

Areas with Child Poverty pilots tend to be giving greater stress to reducing child poverty, placing a greater emphasis on increasing household incomes within their local strategy (e.g. Islington, Sefton) compared to other areas visited. Sefton and Waltham Forest have deliberately focused in on the ‘working poor’, while Enfield

are building on a priority which predated the WNF. This means that they are well advanced in their activities, e.g. in intensive family support, English for Speakers of Other Languages provision and a Working Families pilot with the Department for Children, Schools and Families (now the Department for Education).

Some areas have been refocusing activities towards more integrated customer pathways and better connections with neighbourhood working – one example being Islington.

Refocusing activities in Islington

In November 2009, Islington Partnership took a long hard look at how partners were addressing worklessness, poverty and the impact of the recession. This led to a stronger emphasis on personalised pathways to work and neighbourhood outreach, promoting employment support grounded in mainstream services such as children's centres, health centres, community centres and housing offices. Neighbourhood working has commenced across the Borough and neighbourhood co-ordinators are being appointed. Each neighbourhood forum is being led by a different organisation with a range of different providers involved, e.g. community organisations, Registered Social Landlords, a charitable funder and the Arms Length Management Organisation.

These neighbourhood initiatives are linked into Jobcentre Plus and Islington Working, the jobs brokerage funded under the WNF. There is also a new service, 'Islington Working for Parents', introduced to help parents of young children gain the confidence, skills and practical help to prepare for the move into work, whenever that may be.

There has been some scaling up of existing activities, e.g. Newham Workplace which is aiming to place 2,500 people into jobs (up from 1,800 in 2009/10).

Several areas only moved into their delivery phase for the WNF at the start of 2009/10 (e.g. Tower Hamlets) or later (e.g. Enfield). Two areas took time to refocus and have been allowed by their local authority to extend their use of the WNF beyond March 2011.

2.3 Shaping priorities and service delivery

Most areas have used the WNF to shift priorities as intended, away from wider neighbourhood renewal objectives and (wholly or largely) concentrating on activities which more directly tackle worklessness.

Places like Sefton and Doncaster have been very explicit in their approach to project appraisal, in requiring proposals to demonstrate how they will contribute to the WNF objectives. In the Doncaster case, this is a requirement of neighbourhood plans.

St Helens undertook a zero-based review in 2008-09 to enable the shift of resources in the direction of WNF-type objectives and promote value for money.

The introduction of commissioning has been the major mechanism for several areas in managing this refocusing (see Section 4 below).

Shaping services around the customer and common branding

Many areas report deliberate steps to shape services around customers, and to deliver services under a common branding – at least for WNF/local authority-sponsored activities. In London the Single Points of Access programme promoted by the Olympic Boroughs (Greenwich, Hackney, Newham, Tower Hamlets and Waltham Forest) is notable: the concept has involved local partners, including Jobcentre Plus working together to reach communities via Children’s Centres, community centres, etc, in ways that overcome organisational boundaries to deliver a joined-up or expanded service which is person-centred and highly responsive. (These were initiated through the City Strategy Pathfinder.) There are local variations in the delivery models adopted:

- Newham Workplace is a fully integrated service, introduced in 2007, with centres in Stratford and Canning Town and ‘Workplace Hubs’ in community venues. Services include one-to-one employment advice and guidance including job search support; CV building; career planning; housing benefit advice; specialist employability advice for parents; Citizen’s Advice; English for Speakers of Other Languages assessment and referral; plus, at Canning Town, a business start-up service. Newham Workplace comprises a Recruitment Team; Construction Recruitment Team; Training Team; Single Points of Access Team; plus the Mayor’s Employment Project Team which provides support for long term unemployed residents/ those with difficult barriers to overcome).
- In Waltham Forest, the WorkNet Partnership has 24 Single Points of Access locations, with a service mix including debt counselling, better-off-in-work calculations, housing advice, customised vocational skills development, language support, job preparation, job brokerage, financial support and in-work support/ mentoring/ coaching.
- In Hackney, Ways into Work provides outreach employment information, advice and guidance programme delivered in partnership with social housing providers, working with people who would not necessarily otherwise access, or qualify for, mainstream employment provision. Ways into Work takes services door-to-door on housing estates and working with clients flexibly and not bound by the intricacies of national programme eligibility.

- In Tower Hamlets, Skillsmatch operates with widespread support from the private sector (including the Canary Wharf Group) and many other partners. Skillsmatch is a well-established employment brokerage service which has helped around 6,000 local residents into work since its inception in 1997.

In Haringey, 'The Haringey Guarantee' involves a commitment to local residents by the Council, partners and providers to provide access to high quality information, advice and guidance, tailored education and training, and guaranteed interviews for job opportunities. This is matched by commitment on quality of services to local business, including supplying motivated, trained workers to meet their recruitment needs of business. Residents who complete the programme and are assessed as 'Guarantee ready' are offered an interview with a participating employer.

Projects under the umbrella of the overall Haringey programme include working with NEET or those at risk of becoming NEET; employability support for college students; outreach programme with Working Links (the welfare-to-work provider) to enable access to jobs with public services; and support for people facing redundancy or recently claiming Jobseeker's Allowance.

Examples in other regions include:

- In Great Yarmouth, Pre-Employment Support is delivered by a consortium of 17 voluntary and public sector organisations – along with more specialist provision, e.g. on mental health and support for homeless people. A 'gateway approach' allows organisations to share a range of assessment and related materials to reduce the likelihood of clients experiencing 'revolving doors' in dealing with different services.
- Stoke-on-Trent Jobs and Enterprise Teams operate in target neighbourhoods and concentrate on work with long-term workless people, single parents, carers and non-mandatory Jobcentre Plus customers. These were launched in February 2009, following a trial in three deprived wards. There is also 'Jobs and Enterprise Team Business' serving employers, helping to meet their recruitment needs. The Jobs and Enterprise Teams together have played important roles in Stoke-on-Trent's success with the Future Jobs Fund.
- The Sefton Integrated Job Brokerage provides pre-employment training, support with job search and applications, and personalised solutions for workless individuals; alongside work with business to identify current and potential employment opportunities to build in incentives and support for employers to take on local unemployed residents.
- Leicester piloted Multi-Access Centres in Highfields, linked to the recruitment phase of a major city centre retail development. As a core initiative, these are now being extended to seven other areas (accounting for half of Leicester's contracted

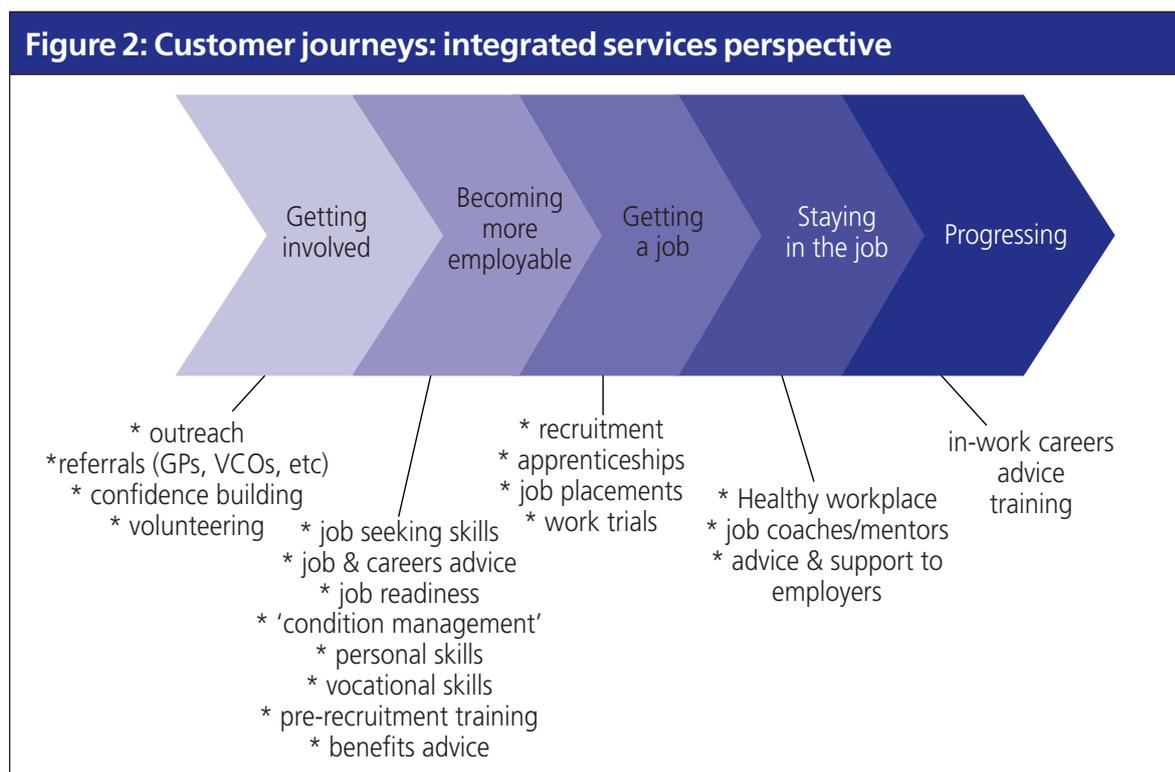
expenditure). The Multi-Access Centres involve local hubs plus spokes, e.g. in libraries and community facilities.

- Following successful implementation of their first two one-stop shops, Walsall are increasing the number to four, including one in the town centre (very close to a deprived neighbourhood). Wigan have Skill Shops and Knowsley, six neighbourhood shops.

In most of these cases, these arrangements appear to be operating in parallel with Jobcentre Plus and Department for Work and Pensions contractors – though with Jobcentre Plus support. Jobcentre Plus operates under the local brand in Newham (‘Workplace’) and has advisers operating out of employment hubs in a number of other areas. Services provided are not necessarily duplicating mainstream provision, in that typically personal advisers in employment hubs can provide more intensive support than possible for Jobcentre Plus advisers.

2.4 Strengthening elements of the customer journey

Figure 2 illustrates an integrated service delivery model based on notions of customer journeys, though from an ‘unengaged’ workless state to job and progression within it. Variants on this have been used by a number of areas in developing their WNF provision, in helping to map existing provision (mainstream Jobcentre Plus/ Department for Work and Pensions, European Social Fund, etc), identify gaps or under-provision and clarify where the WNF can best contribute. This can be key to ensuring the WNF added value.



There is considerable evidence that local authorities have sought to ensure that the WNF has been used to complement mainstream provision and strengthen elements of customer journey provision, e.g. on outreach, volunteering opportunities – and trying to smooth pathways, insofar as this is possible alongside the delivery of national welfare-to-work programmes.

Examples include:

- Enfield: a more integrated pathway (including family support, in-work mentoring)
- Great Yarmouth and Lewisham have designed pre-employment support and outreach to feed clients into Department for Work and Pensions programmes like Flexible New Deal
- Halton and Great Yarmouth offer coaching/mentoring in the workplace
- community mentors in Doncaster (Community Learning and Employment Champions) and Enfield
- volunteering into employment: e.g. in Enfield, Greenwich, Hackney, Nottingham and Stoke-on-Trent.

Importantly, local partners have applied similar thinking in seeking to make best use of other sources of funding. For example, Sheffield secured £7m from Yorkshire Forward for work with employers, including the provision of in-work support to employees. Research with employers led to the provision of specialist advice on debt management, substance abuse, mental and other health issues, and disability in the workplace. The service also promotes the business benefits of diversity.

Other areas have also focused on the demand-side, in exploiting development opportunities and in seeking to improve employer engagement and the 'customer journey' from their point of view. There are a few examples of interventions targeted at jobs in particular sectors such as construction (e.g. Newham), environment (e.g. Stoke-on-Trent), tourism and accommodation (Great Yarmouth). Walsall have targeted employment opportunities within specific growth sectors – construction, retail, business and professional services, health and social care, hospitality, manufacturing and engineering, warehouse, transport and distribution, public services, customer services. Several areas have had retail partnerships with Tesco and Asda around the opening of new stores, while Newham have sponsored a Retail Academy.

2.5 Linking with wraparound services

Children's services and family interventions

As instanced above, various areas are promoting outreach activities and employment advice through children's centres as part of their core employment programmes.

Targeted family interventions are being pursued in a few areas, typically but not exclusively part of Child Poverty pilots. These include Islington, Sefton and Wigan, and it is also a priority theme for Sandwell Local Strategic Partnership. Tower Hamlets have 'family-focused engagement' as one of five workstreams.

- In Enfield 'Working Families' is significant in providing intensive family support and English for Speakers of Other Languages. This is a continuation of a Local Strategic Partnership priority on child poverty, previously funded by the WNF – and portrayed as 'One Large Intervention').
- In Haringey, Families Into Work targets residents in Northumberland Park, the most deprived part of the Borough. There is a high level of inter-generational unemployment and a large number of grandparents in their early 30s. By targeting the whole family and developing a family action plan with a range of referral routes available, this project is starting to show success (working with 76 families and obtaining work for 15 people).

Health

Interventions with the health sector feature in many areas, though seldom on a significant scale. These include work with GPs, such as in Haringey, Knowsley and Stoke-on-Trent and condition management programmes in Doncaster (a new commission, supporting jobseekers on Jobseeker's Allowance) and Enfield (a component of their Pathways to Prosperity programme)

Tomorrow's People (Knowsley)

Tomorrow's People (Knowsley) operates through 23 (out of 27) GP surgeries, working with people on Incapacity Benefit who refer themselves for depression and other illnesses – opting for positive steps rather than tablets. Service offers information, advice and guidance relating to employment and skills, benefits, healthy living, etc. To date, the service has engaged with 534 participants and helped 61 participants move into employment.

In Sefton, involvement of the Primary Care Trust in the worklessness plan opened up dialogue on opportunities from the role of the NHS as an employer and a more strategic approach to enabling people claiming Incapacity Benefit to access support required to re-enter work.

Services aimed at people with mental health conditions are under development in Islington (with Mind) and Lewisham (setting up a new, dedicated provider) and have recently been commissioned in Nottingham (Back on Track, which provides person-centred support for unemployed residents and specialist advice employers and employment-related agencies). Sheffield also has a service promoting mental health in the workplace. (See also Targeting – 3.4 below – customers with mental health conditions.)

Other areas reporting targeted work with people with mental health conditions include: Great Yarmouth, Sheffield and Walsall, along with 'Fit for Work' – type provision in Sandwell. Leicestershire, Nottinghamshire, Greater Manchester and North Staffordshire have national NHS/Department for Work and Pensions-funded pilots.

The links between health and worklessness are seen as a priority in Wigan, where the Skills Shops involve health and adult social services, and the WNF has funded 'Living Well with Pain and Illness': 12 courses run for people on incapacity benefits by Breathworks trainers, designed to help participants manage their body and thoughts and get the most out of life. Wigan also have a contract with The Reader organisation and Bubble Enterprises; they engage people through different means including reading and art/creative clubs. Bubble supports people to consider self employment as an option.

Housing

Several areas referred to projects and services involving Registered Social Landlords/ housing associations. These included notably Hackney (see box below) as well as:

- Enfield: targeting social housing estates
- Greenwich Jobs Initiative: targeting social housing estates for recruitment to the Council Clean Sweep service (250 posts) and neighbourhood wardens (50)
- Halton: Registered Social Landlords involved in Neighbourhood Employment Offices
- Islington: outreach through housing associations
- Lewisham: apprenticeships in Registered Social Landlords
- Sefton: service level agreement with the Housing Market Renewal Pathfinder involving a range of actions to engage with workless social tenants and prompting all Registered Social Landlords providing Routes into Work places (this is an element of the Young Persons Guarantee provided by Sefton@Work, the council's delivery arm)

- Stoke-on-Trent: working with Registered Social Landlords to guarantee interviews for long-term unemployed jobseekers for vacancies in their own organisation and in their suppliers.

Hackney 'Ways into Work'

Ways into Work provides outreach employment information, advice and guidance programme aimed at people who would not necessarily otherwise access, or qualify for, mainstream employment provision. It involves a strong partnership with Registered Social Landlords (some Black, Asian and Minority Ethnic) and the Arms Length Management Organisation – important given that social housing makes up a significant proportion of housing in the borough. It is now seeking to extend work with landlords in the private sector.

During 2008/09, Ways into Work helped 727 people on working age benefits into employment, and predominantly living in the most deprived Lower Super Output Areas. An external evaluation reckoned that Ways into Work compared favourably – at between £2,000 to £4,000 per job entry – in comparison with a 'rule of thumb' used by Jobcentre Plus of c.£5,000 per job.

2.6 Future Jobs Fund, apprenticeships and Intermediate Labour Markets

A growing theme for WNF authorities has been support for temporary employment intended to lead to permanent employment, notably through additional support for the Future Jobs Fund and apprenticeships funded via the National Apprenticeships Service. A few have also chosen to support Intermediate Labour Market models (which provide temporary work of community benefit for workless people, with support to move into the mainstream labour market).

Over half the areas visited are using the WNF alongside the Future Jobs Fund, typically funding some combination of:

- additional support at recruitment and in work
- extension of the Future Jobs Fund jobs to 12 months
- paying apprentices at National Minimum Wage where posts are for 12 months.

Specific illustrations include:

- in Stoke-on-Trent, the Jobs and Enterprise Teams' are helping prepare eligible candidates, undertaking in-work review and providing support and assistance with job search for securing permanent employment. They are also paying

the rate for the job and a longer working week in posts with City Council environmental services

- the Nottingham Jobs Plan, where £4.2m WNF has been added to £6.5m Future Jobs Fund to create opportunities for 2,000 Nottingham residents
- Haringey: extension of the Future Jobs Fund jobs to 12 months, paying the London Living Wage (£7.60/hour; £1.87 above National Minimum Wage), also extra training and job search support
- Knowsley: three year agreements with employers, with the first 12 months on the Future Jobs Fund model; and a 50 per cent subsidy in the second year
- the Olympic Boroughs are providing funding for training to NVQs Level 2 and 3 (required beyond the six month period of the Future Jobs Fund job).

Others extending the period of Future Jobs Fund employment include:

- Sandwell, as part of their 'Backing Young Sandwell' initiative, are offering 12 month jobs and additional mentoring
- Waltham Forest are providing a five month extension to the Future Jobs Fund
- Wigan, as part of the wider Greater Manchester Future Jobs Fund programme, are offering 12 months posts, with intensive training, team working activities, etc.

Several areas have combined the Future Jobs Fund into a larger programme, for example:

- Aspiration Doncaster (community-based employment, training and skills project, Borough-wide) which packages council apprenticeships, external traineeships, wage subsidies and training bursaries, along with the Future Jobs Fund. Some elements were launched in September 2009 with the full programme active from February 2010
- Enfield's programme encompasses pre-apprenticeship training, apprenticeships and the Future Job Fund.

Other areas with apprenticeships programmes include Hackney, Halton (100 places, all filled), Lambeth and Sandwell (health and social care). In Newham, use of apprenticeships reflects a corporate strategy for the council to grow its own staff to meet future skill and capacity requirements.

Newham: developing their future workforce

Newham also developing their apprenticeship programme, and taking graduates on two-year placements – reflecting a desire to recruit locally and to match their needs as an employer with the skills base of the local population. They are trying to find out more about key groups like undergraduates (what they are studying now), those who aspire to work soon (e.g. women returners) and also focus on key groups such as looked-after children. They are trying to cut down on their use of agency staff, having found that only 30-35 per cent of their agency staff were local, and to grow their own staff from the local population.

It is worth noting that one of the authorities with the longest track record in tackling worklessness had developed, pre-Future Jobs Fund, a parallel programme, the Greenwich Jobs Initiative, with a £7.1m budget to create up to 1,000 jobs by March 2011, linked to action on local authority/Local Strategic Partnership priorities for a cleaner and safer borough. Support is provided to potential recruits through recruitment events, screening, training and job search for those needing additional help. 300 people have been recruited to posts as neighbourhood wardens and in the council's Clean Sweep Team helping residents recycle waste more effectively. Jobs are for 11 months, and offer 80 per cent of the usual rate for the job. Training is provided on, e.g. health and safety and customer care, and support given with CV preparation and confidence building. (Greenwich are also a lead body for the Future Jobs Fund.)

Intermediate Labour Markets are in place in Great Yarmouth (hotel sector), Halton, Knowsley (Knowsley Works) and North East Lincolnshire. In Sefton, the model is that of Transitional Employment Partnerships delivered through third sector organisations, following tendering. Projects involve Green Apprentices (to support a One Vision Housing-led project), Fun4Kidz, and SingPlus and the Plaza Cinema. In Stoke-on-Trent there are also Transitional Employment Partnerships involving Groundwork and work placements and opportunities with Stoke-on-Trent Citizens Advice, Gingerbread, EPIC Housing, Brighter Futures, Remploy. There is also a Transitional Employment Partnership with Children and Young People's services for 17-18 year old NEETs.

Promotion of graduate employment features in St Helens (Grab a Graduate), operated by the Chamber of Commerce. This involves six month work placements in local companies, with the Chamber taking on the role of employer in the first instance to alleviate the costs and risks associated with recruitment into small companies. (This is seen as a key area for St Helens given a shortage of graduate jobs and a desire not to lose returning graduates to other areas.) Walsall also has a graduate programme.

2.7 Enterprise and economic development

Several areas have prioritised enterprise and economic development activities as part of the WNF programme, while others have concentrated the WNF entirely on supply-side labour market measures. It is important to note that where localities are not using the WNF on the demand-side, it does not necessarily follow that they do not give priority to enterprise and competitiveness – but rather reflects the availability of alternative funding sources. Some areas (e.g. Sandwell, Walsall and Wigan) have used the WNF for activities they may well have been funded under the Local Enterprise Growth Initiative had they been successful with their bids for the Local Enterprise Growth Initiative.

Areas using the WNF to fund business support include Sefton and Wigan (see boxes) and:

- Enfield: access to finance for small and medium enterprises (45% European Regional Development Fund match-funded)
- Great Yarmouth: sector development (marine industries)
- Islington Business Forum: promotion of supply chains and start-ups
- Lambeth: business advice, loans, awards; and a business forum
- Leicester: planned provision includes target of 270 businesses helped to improve performance; also for shop front improvements
- Sandwell fund pre-start up support and 'Find It In Sandwell', a very successful business opportunities portal with a user database of over 6,000 companies and a high profile

Sefton Integrated Business Support

Sefton Integrated Business Support is a comprehensive package of support jointly funded by the WNF and the Local Enterprise Growth Initiative. This includes:

- The Invest Sefton and the Enterprise and Business Support Gateway project – inward investment support and business start-up, aftercare and financial support programme for start-ups and growing businesses (including specialist support to women).
- Business Neighbourhoods – Stepclever Local Enterprise Growth Initiative programme (joint Sefton and Liverpool venture working in the six wards of Linacre, Derby, County, Anfield, Kirkdale and Everton).
- Build Sefton/Stepclever Construction support project serves as a gateway linking local businesses to both public and private sector construction programmes across the city-region.

Reorienting priorities in Wigan

Wigan shifted the balance of their WNF activities towards enterprise following a review in 2009 which assessed the impact of the recession. The development thereafter of sector action plans and business to business networking led to action on:

- construction sector skills – assisting local firms to collaborate to win contracts.
- support to encourage opportunities in the supply chain of larger food companies
- assistance to co-ordinate waste sector
- measures to position Wigan to take advantage of the transition to a low carbon economy
- support for retailing, environmental technologies, creative digital and new media
- financial support for business – small grants (up to £3,000) and innovation funds (up to £50,000)

Wigan co-commissioned an Intensive Start-up Support Programme with the Northwest Regional Development Agency designed to support and develop new businesses: over 100 new businesses have been assisted within the first four months of operation.

Promotion of self-employment features in Stoke-on-Trent (grants, test trading and start-up support) and Walsall.

Encouragement of social enterprise features in several areas including Enfield (specifically in social care and children's services), Lambeth, Sandwell and Sefton. Several areas have run workshops to promote tendering opportunities and skills needed for winning public sector contracts, with 'Building Trading Capacity' in Wigan being the most substantial programme.

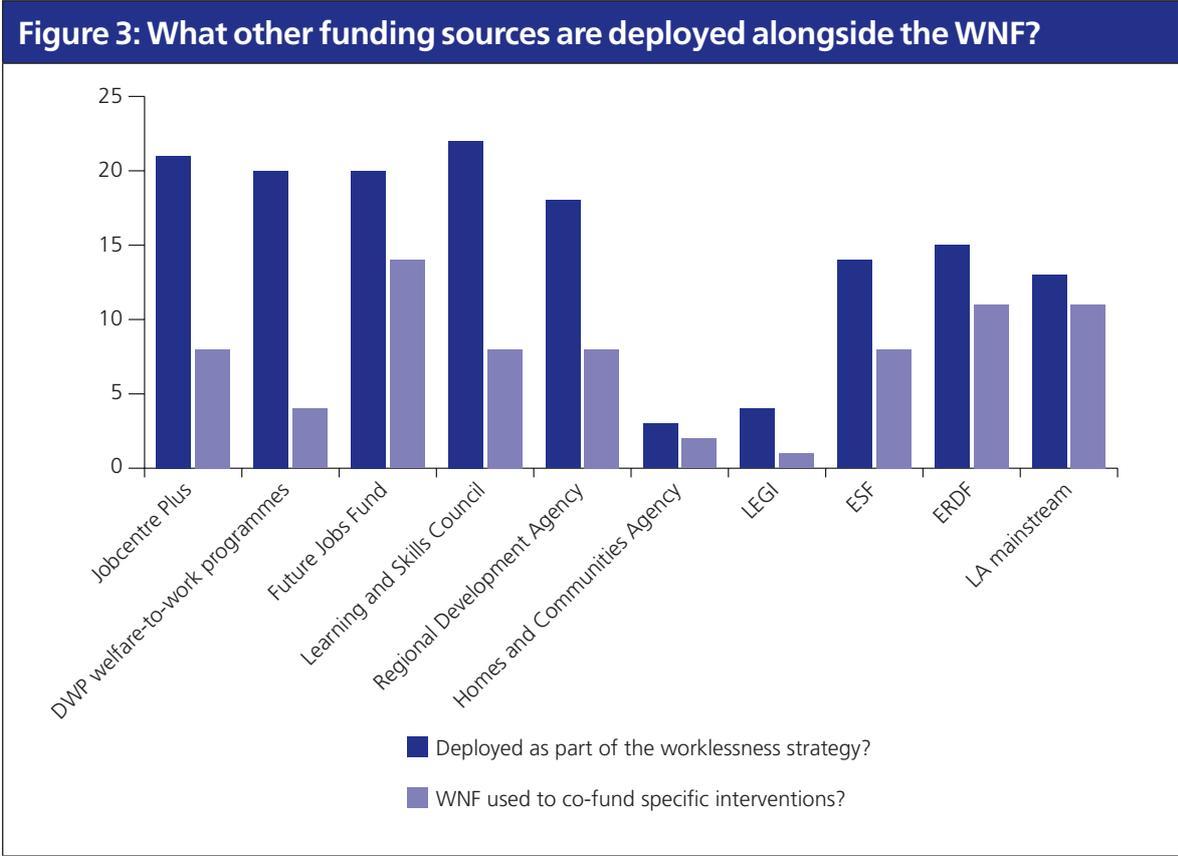
Investing in improvements to town centre and retailing environments feature in Enfield, Sandwell, Sheffield and Waltham Forest (where £0.9m has been allocated into public realm improvements, especially for shop fronts). A priority in Enfield is promoting the borough as a visitor destination and improving the retail offer, and similarly in Newham, the Visitor Economy programme.

Walsall is unusual for support for enterprise education, with activities through the Education Business Partnership in schools, focusing on innovation and social enterprise.

2.8 Other funding sources

Areas visited were asked for details of other funding sources used alongside the WNF (Figure 3 below). This shows that:

- the use of the WNF with the Future Jobs Fund is the most common example of co-funding
- just under half the areas co-fund with the European Social Fund and with the European Regional Development Fund (e.g. in Leicester where £7.4m European Regional Development Fund is 'aligned' alongside £25.6m WNF).



N=24 local authorities

With regard to areas which also receive Local Enterprise Growth Initiative, there is a strong link in Doncaster and Great Yarmouth though not in North East Lincolnshire. Sheffield falls between the two: the WNF and the Local Enterprise Growth Initiative are managed in different departments and the WNF allocations are spread across council departments.

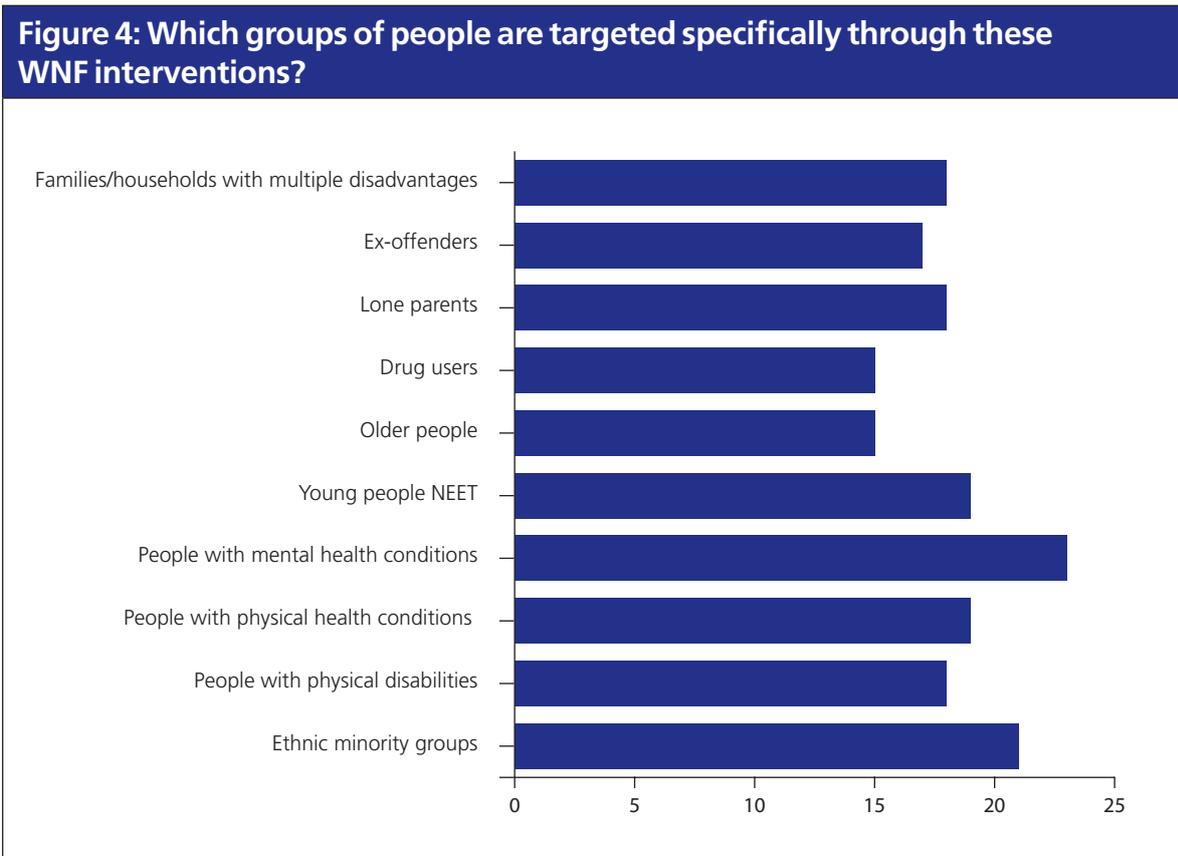
There are examples of very deliberate planning of spending to maximise benefits from different funding streams, such as Walsall’s focus for spending alongside Urban Regeneration Company investment.

3. Targeting of Working Neighbourhoods Fund interventions

3.1 Targeting – general

Figure 4 shows the intended coverage of groups to be assisted by Working Neighbourhoods Fund-funded provision. All but one include people with mental health conditions, almost all include Black, Asian and Minority Ethnic (BAME), and over two-thirds refer to Not in Education, Employment or Training (NEETs), people with physical health conditions and families with multiple disadvantages. It is worth noting that:

- there are relatively few cases of services *dedicated* to meeting the needs of specific groups
- it is more common to find targeting operating through the commissioning process, with bidders expected to say how they will address customer needs (leading in Doncaster, for instance, to the appointment of a Polish Engagement Officer). Enfield, Lambeth and Leicester provide other examples of this
- targeting is implicit in the nature of services funded in some areas, e.g. condition management (mental health) and English Speakers of Other Languages in Enfield.



N=24 local authorities

3.2 Black and minority ethnic (BME) communities

Examples of conscious efforts to target under-represented communities are provided by Enfield (working with, e.g. Ghanaian and Congolese populations) and activities in Hackney with the Charedi (Orthodox Jewish) community to improve access to employment for men. There is a tendency for there to be no explicit BME targeting where populations are relatively small in these groups, e.g. in North East Lincolnshire.

Targeting BAME communities in Sheffield

Examples of targeting BAME communities in Sheffield include:

- Two initiatives in Darnell (developing CVs and interview skills) and a complementary scheme to influence employers in terms of diversity. Feedback showed that employers were open-minded provided that potential recruits were well trained and prepared. (62 people into work; 37 in work for over six months).
- Retail Routeway initiative aimed at young BME women, with outreach to influence parents (e.g. in countering fears about daughters travelling alone). 36 found jobs in a new Primark outlet.
- There is also a small project in Broomhall with young Somalis.

In Tower Hamlets, there is the deliberate use of voluntary and community sector consortia to deliver programmes for vulnerable adults in particular communities, e.g. Somali and Bangladeshi (the latter aimed at women in particular).

3.3 Vulnerable groups

In addition to support for people with mental health conditions mentioned in 2.5 above, there are examples of dedicated provision for offenders and ex-offenders, substance misusers, homeless people, and NEET young people.

Offenders and ex-offenders

Several areas have developed specific provision for offenders and ex-offenders. These include Create Futures in Knowsley (see box), Doncaster and Walsall, and:

- Greenwich: where there is outreach work in Belmarsh Prison
- Lambeth, where the WNF is used to match-fund the London 'Diamond Initiative' which aims to break the cycle of reoffending by targeting resettlement resources in neighbourhoods which would benefit most from this approach
- Sefton, where support is linked to the Prolific Offenders Programme.

Knowsley: Create Futures

Create Futures provides employment support for 120 ex-offenders (for 13 weeks employment) over a two year period (partnership involving Create – social enterprise – as the deliverer; Knowsley Works – council employment team; Liverpool Prison; Criminal Information Bureau – peer mentoring for ex-offenders – lead by an ex-offender; Jobcentre Plus). It involved Create taking prison leavers immediately upon their release and employing them in their recycling enterprise – offering real work experience and a range of support to help them to become job-ready and less likely to re-offend.

An evaluation found an into-jobs success rate of 25 per cent – lower than anticipated, but given a short implementation period, hindsight suggested that this was realistic. A successor project has been established (with funding from Merseyside Probationary Trust) which will provide a six month intervention, including a 2-3 week waiting period to deal with other issues ex-offenders may have prior to starting work. This has a 66 per cent job entry target and is focused on those most likely to benefit from the intervention (rather than mandatory referrals).

Substance misusers

There are one or two examples of interventions specifically aimed at substance misusers:

- The recently commissioned Substance Misuse: Education, Employment and Training Support in Mexborough (Doncaster) aims to engage a minimum of 80 drug users/recovering drug users and assist them into education, employment and training
- Support for substance misusers in Hackney is provided through Ways into Work.

Homeless people

Targeted work with homeless people was mentioned in at least three areas – Sheffield plus:

- Great Yarmouth, where Herbies brings a variety of services into a drop-in centre run by the Salvation Army in a partnership with the police, the voluntary sector consortium, local homeless charities and the borough council.
- Waltham Forest, where the emphasis is explicitly on homeless *families*. Waltham Forest also target carers, travellers and refugees without status.

Not in Education, Employment or Training (NEET)

Work aimed at NEET young people features in two-thirds of the areas visited and was stressed as a priority in areas such as Halton (where care leavers are an increasing concern – as in Sefton), Leicester, Stoke-on-Trent, and Waltham Forest. A few areas noted that the extent of local concern with this group has fallen thanks to improved performance in recent years: for instance, in Knowsley where the rate has improved considerably, down from 12.5 per cent to 7 per cent. 'At risk' young people represent one of five priority work streams in Tower Hamlets, and several areas such as Walsall have specific action plans for reducing NEET linked to use of the WNF. Teenage parents are targeted in Lambeth and Lewisham (and proposed as a focus for attention by Halton).

4. Planning and commissioning

4.1 Development of strategic commissioning

Strategic commissioning has become much more widespread than previously under the Neighbourhood Renewal Fund. There has clearly been a valuable accumulation of experience in places such as Doncaster, Hackney, Haringey, Islington, Sandwell, Sheffield, Tower Hamlets, Walsall and Wigan all illustrate benefits of using a commissioning model, in terms of service specifications, improved performance management and actual or expected value for money.

Good practice has been highlighted notably in two areas which introduced commissioning for worklessness services under the Neighbourhood Renewal Fund:

- Hackney, who have gained national Beacon status for Strategic Commissioning
- Walsall, who were commended by the Audit Commission in their West Midlands City Region Worklessness Inspection. There, 'Target Action Planning' has been used in Walsall to re-orient priorities and resource allocation (including decommissioning).

The majority of areas using commissioning have gone out to tender for most of their commissions.

Commissioning is new development for some other areas, e.g. Leicester and North East Lincolnshire (which has recently set up a framework agreement with 23 providers).

There is a range of commissioning and delivery models. Illustrations include:

- largely in-house delivery (e.g. Knowsley, Sefton)
- commissioning of relevant partners (e.g. Halton)
- some in-house provision, with 50 per cent (Lambeth) or more (e.g. Waltham Forest) contracted out. In Walsall, some of the business support activities are in-house, with everything else contracted out.

Horses for courses in Stoke-on-Trent

In Stoke-on-Trent: Jobs and Enterprise Teams has been designed and delivered as a partnership operation with the engagement aspects contracted out to EPIC (a Registered Social Landlord), the Jobs and Skills Action Plan phase run by Connexions, two out of three 'community Jobs and Enterprise Teams' are run by Groundwork and EPIC; Stoke College delivers the European Social Fund training and the council's Employment and Skills Team are responsible for the third community Jobs and Enterprise Team, the Jobs and Enterprise Team Business element and the Jobs and Enterprise Team Liaison team.

Halton are using Outcomes-based Accountability methods to ensure that, in determining what is to be commissioned, there are ready answers to "So what?" questions, i.e. about the difference projects make to people's lives and prospects. Their approach to evaluating what is commissioned concerns not just monitoring outputs delivered, but also what has actually been achieved, through case studies, evidence of 'real life' change and how multiple issues are being addressed in the lives of individuals.

4.2 Third sector and commissioning

Several areas commented on issues around readiness within the third sector to respond to outcomes-driven commissioning opportunities, and cited their efforts to help local organisations work through how they need or might wish to respond (e.g. Doncaster, Wigan).

Great Yarmouth actively engaged with the third sector in developing their commissioning and performance management arrangements, agreed through the Norfolk Compact, and have also maintained a small grants scheme to ensure that smaller groups do not lose out through the development of commissioning. (Lambeth and Nottingham also continue to use such schemes.)

Great Yarmouth and North East Lincolnshire are also applying Social Return on Investment in their appraisal methods, in order to capture wider social and economic benefits from community-based delivery. Halton have also introduced Community Impact Review/Assessment for all new projects, to ensure that they are targeting socio-economic deprivation.

Sheffield has stressed the need for payment by results (outputs in terms of numbers into work and remaining in work), with recognition of the need for initial pump-priming funding for third sector providers.

Knowsley has been complimented by third sector organisations for pooling funding streams: projects have a single budget and are freed from complexity.

There is concern in some areas that commissions have gone to 'safe' and well-established organisations, and that innovation and new routes into hard-to-reach communities have been lost.

5. Adding value

5.1 Adding value – general

Evidence gathered from the 24 areas visited suggests that the Working Neighbourhoods Fund (WNF) has generated added value in particular from local authorities and their partners, notably as a consequence of:

- focusing on particular stages of the ‘customer journey’ (especially the early stages: outreach, volunteering, etc)
- ensuring complementary, targeted provision to Jobcentre Plus and Department for Work and Pensions programmes (or supplementing Future Jobs Fund/ apprenticeships), with broader and deeper involvement of Jobcentre Plus in planning and commissioning than tended to be the case under Neighbourhood Renewal Fund
- reinforcing attention of partners in Local Strategic Partnerships to the importance of tackling worklessness in seeking to reduce deprivation/poverty.

Table 1 illustrates a range of Added Value contributions through the WNF. (The structure is an adaptation of the ‘Strategic Added Value’ categories developed originally for Regional Development Agencies.) Other/fuller examples are woven into the report.

Table 1: Illustrations of WNF Added Value
a) Strategic leadership and catalyst
<i>Making things happen that would not otherwise happen</i>
<ul style="list-style-type: none"> • gap filling, following review/ mapping exercises: various – e.g.: <ul style="list-style-type: none"> – community outreach, volunteering – extension of funding for entry level qualifications (e.g. Halton) – targeting clients outside Department for Work and Pensions/Jobcentre Plus programme eligibility – health in the workplace • third sector capacity building, networking and consortium development
<i>Acting as a spur to local partners to give higher priority to reducing worklessness</i>
<ul style="list-style-type: none"> • most areas have shifted partnership priorities towards reducing worklessness (though it has taken longer for some) • enhanced partner focus on needs of vulnerable groups: Lambeth • Registered Social Landlords engagement, e.g. Hackney • health engagement: e.g. Sefton: involvement of Primary Care Trust in the worklessness plan opened up dialogue on opportunities from the role of the NHS as an employer and a more strategic approach to enabling people claiming Incapacity Benefit to access support required to re-enter work
<i>Stimulating innovation</i>
<ul style="list-style-type: none"> • innovation in targeting: e.g. families; different ways of tackling mental health conditions, e.g. Wigan) • innovation in processes: spread of commissioning practices; introduction of client tracking
<i>Initiating research/improving the evidence base on effective means of reducing worklessness</i>
<ul style="list-style-type: none"> • review of the impact of the recession, leading to a revised worklessness strategy: Wigan • needs of employers: Great Yarmouth
b) Strategic influence
<i>Encouraging local partners to think differently about resource allocation and multi-agency working</i>
<ul style="list-style-type: none"> • creation of employment hubs (e.g. Lambeth, Leicester, Wigan) • changing attitudes in the third sector, accepting needs for commissioning and demonstrating value for money (e.g. Doncaster)
<i>Prioritising action to tackle worklessness in theme partnership and locality plans</i>

Table 1: Illustrations of WNF Added Value (continued)
<ul style="list-style-type: none"> • introduction of commissioning models at locality level (various) • requirements for neighbourhood plans to give priority to tackling worklessness: e.g. Doncaster, St Helens • requirements to ensure value added to mainstream provision: e.g. Waltham Forest
c) Leverage
<i>Leverage of resources for action to reduce worklessness</i>
<ul style="list-style-type: none"> • various examples of aligned programmes (e.g. Wigan); Stoke-on-Trent: WNF (£4m) combined with other sources: £7m
<i>Enabling critical levels of funding to achieve economies of scale in delivery and impact</i>
<ul style="list-style-type: none"> • employment hubs/programmes in London (e.g. Newham) • jobs programmes, e.g. Nottingham – also scale in supplementing the Future Jobs Fund
<i>Leverage of knowledge: sharing and developing knowledge in tackling worklessness across partner organisations, including front line staff in agencies and the third sector</i>
<ul style="list-style-type: none"> • very active third sector engagement, e.g. through delivery consortia in Tower Hamlets
d) Engagement
<i>Ability to engage communities (neighbourhoods, communities of interest) in recognising the need for action and mobilising community effort to make a difference</i>
<ul style="list-style-type: none"> • neighbourhood engagement in Doncaster, Great Yarmouth, St Helens, Sefton
<i>Ability to engage employers in recognising the need for action and mobilising private sector effort to make a difference</i>
<ul style="list-style-type: none"> • primarily through job brokerage activities • note: wider engagement achieved using other funds – e.g. Local Enterprise Growth Initiative, European Regional Development Fund, Regional Development Agency – in some of the other areas
e) Synergy
<i>Aligning budgets in ways that generate value for money gains</i>
<ul style="list-style-type: none"> • the proposition is being tested through a number of the multi-agency employment hubs and related initiatives • use of the WNF to feed people onto Flexible New Deal in Great Yarmouth and Lambeth

Table 1: Illustrations of WNF Added Value (continued)
<i>Using the WNF as a means of making collaborative action happen</i>
<ul style="list-style-type: none"> • WNF in many areas has acted as a prompt to reviewing how partners were tackling worklessness and how best to achieve added value in its use and through partnership action
<i>Enabling partner organisations to achieve and exceed their own targets</i>
<ul style="list-style-type: none"> • implicit in Jobcentre Plus support for the WNF programmes, including community outreach
<i>Achieving efficiencies in use of partner resources</i>
<ul style="list-style-type: none"> • less about operational efficiencies, more about: <ul style="list-style-type: none"> – doing the right things, as a consequence of reviews/ commissioning practices – avoiding duplication/focusing on added value – some emphasis on early intervention leading to later gains • much that is supported by the WNF is about helping the 'harder to help' (and often more expensive to serve) • difficulties in assessing effectiveness and efficiency as a consequence of the lack of shared data across mainstream, the WNF and other programmes

Local authorities have made conscious efforts to (a) understand changes in national policy and provision; (b) map local provision to establish gaps (examples of the latter include North East Lincolnshire, Sheffield and Walsall). Examples include Halton where the WNF has been used to fund entry level qualifications (where the Learning and Skills Council funding will only fund Level 2 or higher), and Waltham Forest, where partners considered the scope of mainstream provision and identified complementary provision (Table 2).

Table 2: WorkNet provision alongside Jobcentre Plus/Department for Work and Pensions (Waltham Forest)	
Jobcentre Plus/Department for Work and Pensions provision	WorkNet Partnership provision
<ul style="list-style-type: none"> • All people who claim, get a work-focused interview • Everyone can access vacancies (website, Job points, Jobseeker Direct, adviser support) • Jobseeker’s Allowance at outset (sign fortnightly and have a Jobseekers agreement) • Mandatory New Deal from six month point for 18-24 year olds, at 18 month point for 25+ year olds • Voluntary New Deal for Lone Parents for Lone Parents on Income Support • Voluntary New Deal for Disabled People for people with disabilities (on Incapacity Benefit or Jobseeker’s Allowance) 	<ul style="list-style-type: none"> • NEETs • working poor families • pre-New Deal Jobseeker’s Allowance – people between day one and the New Deal “Gateway” (either before six months for 18-24 year olds or before 18 months for those aged 25 and over) with a focus on New Deal returners (i.e. people who consistently return to the benefit system) • lone parents – low skilled and/or childcare barriers that aren’t able to take advantage of New Deal for Lone Parents • longer term Incapacity Benefit claimants who may volunteer for Pathways to Work • specific groups – Carers, Travellers, Homeless Families, Refugees without status

5.2 Added value from sub-regional collaboration

Without asking questions specifically, the research also produced illustrations of added value from the WNF authorities participating in sub-regional arrangements, with the WNF used to reinforce agreed strategies,. The significance of this collaboration comes through more strongly in some areas than in others, with the more positive examples in sub-regions with Department for Work and Pensions-sponsored City Strategy Pathfinders:

- the South Yorkshire City Strategy has been influential in developing the use of key workers providing personalised services in priority neighbourhoods
- in East London, the five Olympic Boroughs have supported the Single Points of Access programme

- in Central London, there is a common 'Works' branding
- Liverpool City Region (now a Multi-Area Agreement) have agreed common elements in local provision, with partners now introducing shared client tracking system.

Disappointment was expressed by a few areas, however, that City Strategy as a national initiative has not done as much as hoped to implement freedoms and flexibilities leading to improved services and impact locally.

6. Stakeholder engagement

6.1 Overview of engagement

The overall picture shows widespread involvement in planning, commissioning and performance management of Jobcentre Plus and the Learning and Skills Council (as was), closely followed by Primary Care Trusts, third sector umbrella organisations (typically Community and Voluntary Sectors) and private sector bodies such as Chambers of Commerce. Third sector providers are involved in nearly two-thirds, and private sector providers in half.

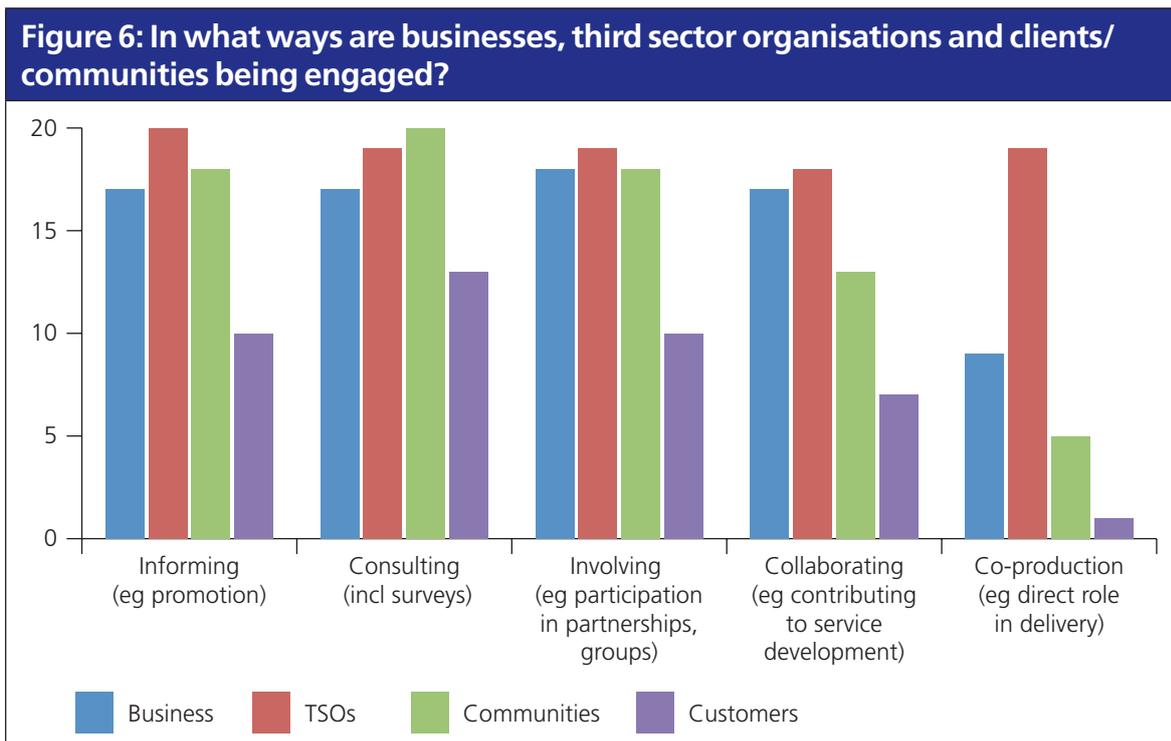
Figure 5: Which organisations are involved in planning, commissioning and performance management?



(N=24)

The Homes and Communities Agency was cited as involved in only one area (though housing associations/Registered Social Landlords are involved in half). Local engagement by the Homes and Communities Agency is taking some time to get off the ground in some areas, e.g. in Doncaster the 'Single Conversation' between the Homes and Communities Agency and the council has been deferred to late 2010.

Figure 6 below shows the ways in which businesses, third sector organisations and clients/communities are being engaged. This suggests that the main efforts by WNF authorities have gone into all forms of engagement with third sector organisations, followed by involvement of businesses (other than in ‘co-production’ – i.e. direct roles in service development and delivery) and communities (other than in co-production and collaboration in shaping services). The main form of customer engagement has been through consultations/surveys.



N=24

6.2 Business involvement

The business sector is represented typically on Local Strategic Partnership Economy theme groups (primarily through Chambers of Commerce and Business Link). There are few examples of individual businesses involved in strategic decision-making. A few areas referred to consultations via business surveys and occasional events, and examples provided of direct business involvement tended to relate to redundancy support and the development of new retail stores (notably by Asda and Tesco).

One or two areas have local mechanisms for engaging business, such as the Lambeth Employer Forum and the Islington Business Forum.

6.3 Third sector and community involvement

Promoting third sector roles in delivery

As noted above, third sector involvement is very common, across the various forms of engagement and including participation in commissioning (see 4.2).

Several areas have acted on a need to promote third sector capacity building more generally and especially around commissioning – not just in relation to the WNF. Sometimes this has linked directly to the national IDeA (now Local Government Improvement and Development) Third Sector Commissioning programme. Support has included:

- Building Trading Capacity programme (Wigan) to develop the skills needed to navigate public sector procurement procedures effectively and tender successfully for business
- workshops on bidding for contracts run in Doncaster and Newham, linked to the introduction of WNF commissioning.

A few areas have given priority to supporting provider networks and consortia, in order to improve service delivery across organisations and help them compete for contracts. Examples include:

- Great Yarmouth where the council has supported the development of a provider consortium (17 members, private as well as third sector)
- Lambeth Employers and Training Providers network
- Lewisham: support for a delivery consortium (a joint venture by three organisations)
- provider networks in Doncaster, Haringey, Islington and Wigan (new).

Examples where the third sector is a mainstay of the WNF delivery include Walsall (e.g. notably on the delivery of NVQs at Levels 1, 2 and 3) and Tower Hamlets (see box below), while Sandwell have commissioned delivery of a number of services through lead organisations for each of their six Towns. These are expected to work collaboratively with partners in the community, voluntary and private sectors to deliver a package of projects which deliver the 'client journey' and which respond to the priorities identified in the Neighbourhood Employment and Skills Plan for the area.

Tower Hamlets	
<ul style="list-style-type: none"> • Tower Hamlets has required third sector organisations to develop consortia partnerships, bringing together previously disparate groups into co-ordinated delivery arrangements to address particular specifications. Projects and lead organisations are shown below: 	
<i>Project</i>	<i>Led by</i>
<ul style="list-style-type: none"> • Somali Employment Project • Getting Neighbourhoods Working, • ESOL Programme • Community Hubs (local delivery) • Working Communities • Poplar Works • Mutual Gains • Employability Bow • Barn Enterprise & Employment • Muslim Women’s Business Development • Future Jobs Fund • Streets2jobs 	<ul style="list-style-type: none"> ➤ TH Somali Organisation Network ➤ LBTH Skillsmatch ➤ LBTH Adult & Community Learning ➤ Leaside Regeneration ➤ Community Consortium Against Poverty (bringing together work associated with on the Ocean Estate NDC, including job brokerage) Limehouse Project Graduate Forum Old Ford Housing Bromley-by-Bow Centre MWC/LBTH CLC LBTH Stepney Community Trust
<ul style="list-style-type: none"> • A local target for contracting 10 per cent WNF with third sector has been exceeded. 	

Community involvement

Community involvement is mainly through neighbourhood planning and locality working arrangements (e.g. Doncaster, Sefton, Sheffield). Great Yarmouth stress community engagement in design, appraisal and ongoing programme assessment.

One area (Wigan) made specific reference to engagement of faith communities.

Some areas have made conscious attempts to feed perspectives from service users into planning and commissioning and improvements in service delivery. In Halton, community workers funded via the WNF have maintained diaries of their activities and discussions out on the patch. This has proved to be insightful in terms of discovering the issues that are important to individuals in the community and the barriers they perceive as difficult to overcome – as distinct from those perceived barriers by delivery organisations.

North East Lincolnshire Worklessness Collaborative

An innovation in community and service user engagement is the North East Lincolnshire Worklessness Collaborative. This focuses on two wards in Grimsby and is intended to tackle child poverty through changing attitudes to work. It builds on the success of 'Health Collaborative' models adopted by the Care Trust Plus (which merged the Primary Care Trust and adult social care services) on early presentation of cancer symptoms and on older people's health and well-being. Local residents and service providers are working through a training programme to help them inspire others achieve personal changes, access appropriate work and reduce dependence on benefits.

6.4 Engagement of Jobcentre Plus/Department for Work and Pensions providers

The research sought to establish the extent and nature of involvement of Jobcentre Plus around the WNF. Feedback suggests a generally positive picture on local engagement of Jobcentre Plus:

- Jobcentre Plus chairs the employment (sub)group in several Local Strategic Partnerships (e.g. Halton)
- there is no evidence of Jobcentre Plus shifting resources away from WNF-supported groups/areas – a negative comment was made in only one area
- Jobcentre Plus is actively involved in almost all areas adopting commissioning (e.g. Doncaster, Great Yarmouth, Sandwell, Tower Hamlets, Walsall)
- Jobcentre Plus has been generally supportive of the development of employment hubs and in many cases, of outreach venues and activities. Apparent duplication of services in some areas hides the ability of WNF-funded advisers to be able to spend more time and be flexible with clients in a way that is generally not possible for Jobcentre Plus staff.

Only one area painted a negative picture, observing the extent to which Jobcentre Plus staff have been "swamped", criticising what they saw as "the Department for Work and Pensions administrative nightmare", and Jobcentre Plus for insufficient senior involvement and not being willing to find collaborative solutions. This appears to be associated with a Jobcentre Plus perception that previous local authority interventions have duplicated Jobcentre Plus/Department for Work and Pensions provision.

Examples of collaborative service delivery include:

- co-located teams in Newham, with all staff, including Jobcentre Plus, operating under the 'Workplace' brand
- Jobcentre Plus participate as part of an agreed 'referral pathway' in Lewisham
- Jobcentre Plus undertake outreach in areas such as Enfield, Great Yarmouth, Halton, and Lambeth (in the latter, through the employment hub, children's centres and schools)
- there is a Jobcentre Plus secondee to Sheffield City Council and dedicated resources in one stop shops in Walsall and Wigan, in the Enfield JobsNet office and in Waltham Forest Single Points of Access
- Jobcentre Plus are involved in briefing and training staff in the Leicester Multi-Access Centres.

There are also illustrations around redundancy support, such as the Haringey Rapid Response Group which comprises officers from the council, Jobcentre Plus and the Learning and Skills Council (as was). This meets every six weeks to ensure a co-ordinated approach to employment and skills provision.

Department for Work and Pensions contracts and contractors

Feedback from the areas visited suggests patchy involvement of Department for Work and Pensions contractors, despite their significant role in any given place in delivering welfare-to-work services. A few of the local authorities commented on a need to redress this and improve relationships, with work in hand, e.g. in Hackney and Wigan.

Positive steps were found in:

- Haringey, who have a Service Level Agreement with Reed in Partnership to provide a comprehensive employment support package for people claiming incapacity-related benefits in the borough. Reed in Partnership are also represented on the Haringey Enterprise Board.
- Great Yarmouth and Lewisham have sought to support the delivery of the Flexible New Deal through gearing local providers to prepare clients for the Flexible New Deal. (Lewisham includes assisting local Voluntary and Community Organisations to achieve Matrix accreditation to provide Information, Advice and Guidance)
- Jobcentre Plus active in connecting prime contractors and local providers in Halton.

Several areas expressed concerns about approaches adopted by Department for Work and Pensions contractors, notably over 'creaming' of easier to help clients, and a lack of openness to possible adaptations in what and how they deliver.

There were instances of local authority involvement in co-commissioning, in line with Department for Work and Pensions Localisation Policy prior to the Work Programme: Haringey in the Personalised Employment Programme pilot, and Sandwell and Walsall in the Invest to Save pilot. However, several other areas questioned the ability of local authorities to influence sub-regional contracting and ensure that smaller local providers are part of the delivery chains of lead contractors.

Data sharing

Limitations on the ability or willingness of Jobcentre Plus, Department for Work and Pensions and their providers to share data were raised as a barrier to effective partnership delivery in several places (e.g. Leicester, Sheffield, Stoke-on-Trent and Walsall):

- Sheffield argued for a holistic model where partners together look at how many enter and flow through the 'customer journey' model and how many leave at each stage.
- In Walsall, one WNF provider has not been able to supply the Council with customer data as the service is undertaken jointly with Jobcentre Plus. Consequently, the council cannot tell if provision has managed to avoid duplication.

These concerns contrast with a few positive examples:

- in Lambeth, partners have shared anonymised data about benefits and worklessness in particular wards and made a point of drawing on adviser intelligence
- in Waltham Forest, Jobcentre Plus data is used to target outreach activities and support performance monitoring. Jobcentre Plus is heavily involved in the WorkNet Partnership, with staff operating out of the Single Points of Access
- Islington have made use of Housing Benefit data to identify and approach clients in Child Poverty pilot areas, and avoided the need to make a request to the Department for Work and Pensions for a data share.

7. Impact

7.1 What do localities report on impact?

Areas visited were asked to provide information to demonstrate the impact of their Working Neighbourhoods Fund (WNF) activities, including outcomes for particular groups.

Some areas with low employment rates report significant improvements in recent years (e.g. Hackney, Knowsley, Tower Hamlets). Given time lags in achieving outcomes – and time lags in obtaining data – this is attributed in part to previous Neighbourhood Renewal Fund interventions and the wider work of local partners. WNF interventions have only begun to have an impact on this indicator recently.

Several areas also report reductions in NEET rates (e.g. Knowsley and Stoke-on-Trent, in the latter case by almost 50 per cent).

Many areas reported underperformance on their Local Area Agreement targets, thanks to the recession. In most cases these targets were renegotiated at the Local Area Agreement refresh in early 2010.

We have given several examples of successful performance in boxes earlier in the report, and Appendix 1 provides details gathered from the templates completed for several of the areas visited: Doncaster; Hackney; Newham; Sefton; Stoke-on-Trent; Walsall; and Wigan.

Several areas reckon that it is 'too early' to report on impact while others only have delivery data from late 2009. A number commented on difficulties in disentangling the impact of the WNF where the WNF is part of a funding mix.

7.2 Expected impact/plausibility

Given that employment outcomes, especially for people who are harder to reach and/or have multiple barriers to employment, can take time to achieve – and that many WNF activities are fairly recently introduced, it was important to ask areas about the grounds they have for confidence that their use of the WNF will deliver these outcomes.

In response, most areas point to their commissioning process as the basis for determining the plausibility and expected impact of what they are doing, backed up with effective performance management. Doncaster have used Options Appraisal

in assessing the case for continuation funding under the Local Enterprise Growth Initiative and the WNF, to help ensure that they are pursuing the right things, and drop or improve under-performing services.

Some areas have adopted customer tracking systems and are using distance travelled (or wider social return) measures, which should enable assessment of programmes on track or not towards outcome targets:

- customer tracking: Enfield, Hackney, Leicester, North East Lincolnshire, Tower Hamlets and Wigan – with a sub-regional system being introduced on Merseyside
- distance travelled measures: Great Yarmouth, Halton, Islington, Stoke-on-Trent, St Helens and Tower Hamlets.

Other arguments to justify confidence in expected performance related to data on service awareness and take-up, and evidence from evaluations:

- ‘Lambeth Working’ is a brand/campaign to promote services and link together different strands of the programme. There is evidence this is reaching intended audiences with significant rates of awareness (50%) amongst lone parents, young people, and residents in a target deprived ward.
- The Waltham Forest evaluation of Single Points of Access programme highlighted wider benefits from getting people into work on social housing estates: *“This impact can be very profound with a visible effect on neighbours, helping to change attitudes to work. The impact of the SPA on individuals can be felt by their level of engagement and commitment to the programmes. Services are more visible and individuals know about them. The person-centred approach affects how the individual perceives what’s available to help them. The level of engagement and take up of provision illustrates how both the SPA is effectively targeting groups that may not have previously engaged with employment programmes.”*

7.3 Take-up and outcomes for particular groups

Several areas found little to comment on in relation to differential patterns of take-up and outcomes for particular groups in the workless population.

Specific examples, however, included:

- Greenwich Jobs Initiative, where to date, of those recruited 40 per cent are under 25, 15 per cent are women, 70 per cent are white, 30 per cent are from Black, Asian and Minority Ethnic (BAME) backgrounds and 10 per cent are disabled.

Low participation by women may be due to the types of jobs created, many of which involve working outdoors. They have recruited larger numbers of white men than they had anticipated, and see the need for additional marketing through relevant BAME third sector organisations.

- Lewisham report relatively high take-up of projects aimed at reducing crime (diversionary activities in particular) by black men. BAME communities are also over-represented in take-up of mental health projects. White working class males appear over-represented in take-up of outreach services aimed at those furthest from the job market.
- Newham report that Workplace clients comprise more men than women (probably because of a preponderance of construction opportunities), and note relatively low numbers of people with physical disabilities, and fewer Bangladeshi and Pakistani women than might be expected given the population profile.
- Tower Hamlets reckon that their consortia arrangements with voluntary groups and community-based organisations have enabled significant in-roads into hard-to-reach groups like Bangladeshi women. All clients are supported not just into training, but through their training, and then on into their next steps to employment.
- Waltham Forest: monitoring statistics show that BAME groups are very highly represented, with 83 per cent of all outputs. Lone parents also seem to be well represented (at about 10% of all registrations), but Incapacity Benefit claimants/ disabled are less so (2-4%).
- Sandwell: BAME take-up in Sandwell exceeds their presence (30%) in the population. There has been a recent increase in level of take-up by young people, largely as a result of integrating the Future Jobs Fund with existing services.

7.4 Value for money

As noted above, areas point to their commissioning process as the basis for ensuring greater value for money/ added value in relation to mainstream programmes. Additionally, further Value for Money gains were identified, e.g.:

- Doncaster identify savings in commissioning financial inclusion support (they had budgeted a higher figure than was necessary to achieve the intended outputs)
- Walsall decommissioned some provision as a consequence of Target Action Planning.

Some areas appear to be treating Value for Money as more of a priority than others, through their approaches to monitoring and evaluation and the mechanisms they have adopted to maximise the likelihood of impact.

There is a fundamental issue in relation to the ability of localities to measure impact where the focus of the WNF intervention is on early stages of customer journeys. Even where client tracking is in place, this may fall down where customers pass on to other provision, e.g. Department for Work and Pensions programmes, and there is no shared information on client progress and outcomes.

There is some evaluation evidence, but this is not yet extensive. Positive examples include evaluations in East London (Single Points of Access programme): Hackney (on Ways into Work and their worklessness programme as a whole); Haringey (Haringey Guarantee); Knowsley (Create Futures); and Stoke-on-Trent (an early process evaluation of Jobs and Enterprise Training). A pilot evaluation of Highfields Multi-Access Centre in Leicester found good performance but delivery in special circumstances in working with major employers in the new city centre shopping centre. Evaluations are in train in several areas (e.g. Halton; Leicester; Greenwich Jobs Initiative; Sandwell) or planned (Lambeth).

Great Yarmouth have piloted Social Return on Investment (funded by the East of England Development Agency) and are rolling this out across the WNF-funded provision. Social Return on Investment is of current interest to the Department for Work and Pensions.

There is a case for steps to assist localities in strengthening evaluation relating to the WNF, though in the present climate this is perhaps unlikely. There would be value in, e.g.:

- a synthesis of local evaluations
- an assessment of the added value/effectiveness/efficiencies gained through multi-agency centres/ employment hubs
- a review of services aimed at specific needs/groups where provision has been designed explicitly to complement mainstream provision, e.g. mental health-related interventions
- guidance on evaluation of local worklessness programmes.

8. Equality and cohesion

We were asked to explore whether, and to what extent, areas had encountered issues relating to equality and cohesion, and how they had dealt within these. Equality and cohesion concerns did not come through strongly. Section 7.3 above provides some information on differences in service take-up and outcomes by group.

The following areas made some comments on their activities and experience:

- Greenwich: over-representation of white males in service take-up has promoted fresh efforts to target other groups
- local issues around migrant workers in Sefton have led to a new international workers support programme. Great Yarmouth has also targeted work with 'newer communities'
- Great Yarmouth have brought the Working Neighbourhoods Fund and Connecting Communities funding together particularly around the 'Your Borough, Your Chance' campaign and the delivery of Comedy Nights – aimed at the 'very disenfranchised', with a key message being its 'no joke' to be in such a position
- Wigan is targeting white working class males for business start-up provision and English for Speakers of Other Languages for new communities
- Lewisham have cohesion and worklessness as their top two Local Strategic Partnership priorities
- Nottingham provides funding to the Community and Voluntary Service for a community cohesion programme; and maintain a small grants programme in order to ensure that smaller groups do not lose out from funding opportunities
- Stoke-on-Trent refer to their wider community cohesion programme
- Sandwell fund Race Equality Sandwell to work with employers.
- A few places referred to their use of Equality Impact Assessment as part of the planning and commissioning process: Lewisham, Stoke-on-Trent, St Helens; Leicester Equality Impact Assessment spring 2010; Sandwell. Equality monitoring was also noted by areas such as Sefton, and Waltham Forest.

9. Looking ahead: local plans and steps for government

Interviewees were invited to offer feedback to the Department for Communities and Local Government as part of the process of gathering the local information. This took two forms: indications of how areas were looking to the future post-General Election, and requests for action at central government level which would support improved local delivery.

9.1 Local plans

There were several references to applying Total Place thinking and methods but these tended to be general rather than specific, an exception being Lambeth who were planning a Deep Dive on worklessness.

Hackney and Tower Hamlets were working on 'succession plans', and Nottingham were encouraging commissioning partners to develop exit strategies for 2011.

Leicester were looking to mainstream Multi-Access Centres in the medium-term, on a reduced level of funding, and to do more to ensure that employment gained is sustainable.

Haringey Work and Skills Plan to focus on working in partnership to reach young people, Incapacity Benefit claimants and long term Jobseeker's Allowance claimants.

Islington Climate Change Partnership are developing proposals for job creation (e.g. street cleansing, recycling).

Sefton are placing a greater stress on child poverty, with a neighbourhood approach to family intervention projects, and experimenting with new forms of engagement through work with social housing (where more than 60% of tenants are unemployed). A joint engagement plan agreed with Registered Social Landlord staff providing housing advice and signposting/initial advice on employment issues. Training has been provided to Registered Social Landlord staff.

Forward planning in Stoke-on-Trent

Stoke-in-Trent were making a conscious attempt to plan in the light of policy developments in the final months of the previous Government, including the future direction of Jobcentre Plus (development of the adviser role, more outreach, etc). They identified as priorities:

- working with Chamber of Commerce to engage small and medium enterprises in offering guaranteed interviews to long-term unemployed jobseekers
- a need for greater focus on basic skills as well as scaling up existing targeted activity around employment and skills
- specialist support and increased emphasis on outreach and front line support with long-term unemployed people including a new approach to mentoring and support for those groups furthest from the labour market (including disabled people, BAME customers, and customers recovering from mental illness)
- extra Transitional Employment Programme places, including a specific Transitional Employment Programme for 17-18 year olds
- self-employment support, and specifically test-trading for workless potential-entrepreneurs.

9.2 Asks of central government

Request to central government included:

Future of the Working Neighbourhoods Fund/Local Enterprise Growth Initiative

- There were calls for a decision on future funding to be made as early as possible, with several areas wanting to see the WNF element of Area Based Grant ring-fenced.
- One suggestion was that there should be a formal submission on the use of the monies (role for the Work and Skills Plan?), with an annual delivery plan and light touch appraisal.

Total Place

- There were requests for one local pot to cover worklessness programmes and/or one single capital pot – as well as bringing the European Social Fund within scope to facilitate a Total Place approach to tackling worklessness.
- At the very least, work is needed on ensuring greater complementarity between the WNF and EU funds, with examples given of missed opportunities for added value on the WNF and the European Regional Development Fund.

Performance management and accountability

- It was asserted that all relevant central government departments should recognise that accountability for worklessness targets is shared: local authorities should not be called to account for outcome targets which go well beyond their influence/ control and where joint effort is necessary.

Department for Work and Pensions and Jobcentre Plus provision

- There were calls for greater local say on commissioning, and greater local accountability for providers, and support for greater discretionary funding for Jobcentre Plus personal advisers.
- The appropriateness of the Work Capability Assessment for people with mental health conditions was called into question in a couple of cases.
- There was a specific request for greater flexibility in contract management to allow local authorities to augment existing Department for Work and Pensions European Social Fund contracts, (and avoid an anomaly whereby referrals are restricted to other European Social Fund provision only).

Data sharing

- Make it easier!
- There were requests for access to Department for Work and Pensions provider performance data (who, where, etc) in order to improve collaborative planning and service improvement; also for information on what happens to individuals who move on from the WNF-funded provision to Department for Work and Pensions programmes.

Good practice

There was support for activities to promote good practice – several areas volunteered their desire to learn more about what others are doing.

Evaluation evidence

There were requests for:

- more evidence on the added value/impact of multi-agency, multi-intervention approaches compared to conventional delivery
- benchmark costs of different types of intervention.

Appendix 1: Areas covered

East (1)

Great Yarmouth

East Midlands (2)

Leicester

Nottingham

London (10)

Enfield

Greenwich

Hackney

Haringey

Islington

Lambeth

Lewisham

Newham

Tower Hamlets

Waltham Forest

North East (0)

North West (5)

Halton

Knowsley

Sefton

St Helens

Wigan

South East (0)

West Midlands (3)

Sandwell

Stoke-on-Trent

Walsall

Yorkshire and Humber (3)

Doncaster

North East Lincolnshire

Sheffield

Appendix 2: Topic Guide

1. What activities does the WNF directly fund or support?
What do you see as the most notable of these activities (e.g. in terms of priority, scale, integration with other provision)?
Have there been any significant changes in activities/priorities in the past year?
2. Which groups of people are targeted specifically through these WNF interventions?
3. What evidence of improved outcomes is there for these targeted groups?
4. What other funding sources are deployed alongside the WNF? (as part of the worklessness strategy? The WNF used to co-fund specific interventions?)
Are there any issues relating to making best use of resources (co-funding, pooling, alignment)?
5. What have you done to ensure that the WNF adds value to what is funded through other sources?
6. What mechanisms are in place for planning, commissioning and performance management?
7. Which organisations are involved in planning, commissioning and performance management?
8. In what specific ways has Jobcentre Plus been engaged in worklessness strategy development and determining use of the WNF?
9. Has the availability of the WNF affected resource allocation and delivery by partner organisations, notably Jobcentre Plus and Department for Work and Pensions contractors? If so, in what ways?
10. In what ways are businesses, third sector organisations and clients/ communities being engaged?
11. What forms of innovation has the WNF supported? (interventions and/or processes)
12. What evidence is there that the intervention or innovations are working, in particular those aimed at people furthest from the labour market?
13. What evidence of impact do you have for WNF-funded interventions to date?
14. What further evidence do you have of *expected* impact? (e.g. where distance travelled/soft outcomes are measured)

15. What evidence do you have of any significant differences in service take-up and outcomes relating to particular groups within the population, e.g. women, BAME, disabled people, and working class white men?
16. Have any equity or cohesion issues arisen in the use of the WNF and how have you tackled them?
17. Are there specific steps that government could take to help you maximise impact and efficiency through its activities involving the use of the WNF?

Chapters relate to the questions in the Topic Guide as follows:

- How the WNF is being used (Q.1)
- Targeting (Q.2 & Q.3)
- Planning and commissioning (Q.6 & Q.7)
- Adding value (Q.5)
- Stakeholder engagement (Q.8-10)
- Impact (Q.13, Q.14, Q.15)
- Equality & cohesion (Q.16)
- Looking ahead/Steps for government to take (Q.17)

Innovation (Q.11 & Q.12) is woven across the sections.

Appendix 3: Examples of performance reported

Data available at the time of LIA visits (i.e. before last quarter 2009/10 figures were available). **These are for illustration only; final year end data may be sought from the local authorities concerned.** Most figures quoted represent performance in excess of targets.

Doncaster

- Early emphasis on neighbourhood economic plans to be undertaken from the outset of the WNF. 12 done by March 2009. Seen as important in aligning neighbourhood level activities behind employment and enterprise objectives.
- Job Mates: 1,470 on caseload in February, 201 into work, with 45 having been in work over six months (a trigger for performance payment).
- Financial inclusion: beneficiaries to end February 2010: 1,730.

Hackney

- During 2008/09, Ways into Work helped 727 people on working age benefits into employment, and predominantly living in the most deprived Lower Super Output Areas. 49 out of the 53 worst performing neighbourhoods (92%) experienced a net reduction in the claimant count during this period. The external evaluation reckoned that in comparison with the Jobcentre Plus' 'rule of thumb' entry-to-work output cost of approximately £5,000 per job, Ways into Work compared favourably at between £2,000 to £4,000 per job entry.

Newham

- Number of people placed into work through Workplace: Total to date: 3,259 (2008/09: 1,670; 2009/10 to date: 1,589). Evidence of sustained employment 13 weeks (85%) and six months (60%).
- The Mayor's Employment Project (intensive service, operating from Workplace, for residents who are more than three years out of work or have severe barriers to employment): total assisted into work to date: 221 (2008/09: 113; 2009/10 to date: 108). Sustainability: nearly 80 per cent at 13 weeks and 65 per cent at six months.

- Workplace also reports that over 1,200 residents have increased their skill levels on employer recognised courses, and 80 new businesses have been established.
- Workplace has also helped local companies access some £800,000 of new contracts.

Sandwell

- Outcomes (2009/10) reported to Sandwell Cabinet:
 - 1,446 residents engaged
749 people placed into employment
 - 1,218 residents receiving personal support/mentoring
 - Find it in Sandwell – database of over 6,000 companies and a high profile
 - 173 people aged 17 – 64 from BME groups in priority wards sustained in employment (Local Area Agreement 2007 stretch target)
 - 71 people aged 50+ in priority wards sustained in employment (Local Area Agreement 2007 stretch target).

Sefton

- 291 residents from priority areas into employment or training
- 172 people helped to stay in employment through provision of out of school childcare
- 40 people have accessed advice on starting a business
- 10 businesses provided with financial support to help them to stay in business, retain staff in employment or create new jobs
- 85 people received training; 20 people on placement
- over 400 young people participating in programmes to develop their skills and qualifications
- large scale recruitment for Tesco: 240 recruited from target groups (including those living within one mile radius, people with disabilities and people aged over 50).
- support to business: 40 investment awards to 24 new start businesses and 16 expansion businesses creating 135 new jobs and 96 safeguarded jobs.

Stoke-on-Trent

- Report on proxy (output) indicators – provision involves several funding streams, not just the WNF:
 - 1,850 customers engaged – jobs and skills action plans
 - 280 European Social Fund customers into employment
 - 175 Future Jobs Fund employees
 - 116 Transitional Employment Programme participants
 - 236 volunteering participants
 - 52 self-employment outcomes
 - 5,692 participants in Level 2 qualifications (of which 3,798 through Train to Gain; 92 new apprenticeships; 209 existing apprenticeships; 1,593 adult learners (Learning and Skills Council responsive provision)).

In addition:

- 52 people have started their own business via enterprise support options:
 - 15 grants (three to existing businesses, 12 start-ups)
 - 25 participants in ‘test-trading’ initiative.
- 113 companies engaged, 20 of which are offering interview guarantees
- 200 events held and communities engaged.

In terms of the numbers of people supported since the launch of the Jobs and Enterprise Training Service in February 2009, 21 per cent of customers have a disability or learning difficulty; 72 per cent have been out of work for more than 12 months; and 34 per cent have been out of work for more than three years. The percentage of people out of work for more than one year who have gained employment is 90 per cent. Partners working with the Jobs and Enterprise Training teams have also achieved sustainable job outcomes (45), training credits (97), advice and guidance support (717) and life skills assessments (158).

Tower Hamlets

- Examples (up to quarter 3 2009):
 - 622 clients into sustainable employment through Skillsmatch
 - 1,080 clients taking part in employment-related training/work placements
 - 23 BME Women into Employment (Community Consortium Against Poverty)
 - 29 people with mental health needs supported into employment
 - 61 NEET young people progressed into EET.

Walsall

- 509 people into employment (202 into sustainable employment of 13 weeks or more)
- 254 travel passes issued for interviews =
- 5 Work Fairs (support into jobs events):
 - 2,086 attendees
 - 52 parents supported to access childcare
 - 43 people into self employment
 - 100 work trials within the local authority.
- 4 x Multi Agency One Stop shops commissioned (two open and two new):
 - 1,798 repeat users at the Darlaston One stop shop
 - 136 disabled people supported into the Jobseekers network (intensive support) =
 - 100 work placements (4 weeks+) =
- Work with Asda resulted in 99 Jobcentre Plus customers who attended a pre-recruitment course gaining work in their new store. Very high retention rate for employees reported by Asda.

Waltham Forest

- Through the WorkNet programme in the last two years, over 4,000 workless residents have accessed employment and training services, and over 1,000 residents have entered work. (These numbers compare to c24,000 people claiming out of work benefits in November 2009.)

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