

NW Coalfield Communities Regeneration Programme Phase 2

“Promoting Enterprise & Reducing Worklessness in Coalfield Communities”

Action Plan

**PROMOTING ENTERPRISE AND REDUCING WORKLESSNESS IN
COALFIELD COMMUNITIES
NW COALFIELD COMMUNITIES REGENERATION PROGRAMME PHASE 2
ACTION PLAN**

CONTENTS

1. INTRODUCTION	3
1.1 Economic Context	3
1.2 Evidence Base – Identified priorities	3
2. NWDA REGIONAL ECONOMIC STRATEGY TARGETS	4
2.1 Identified NWDA Programme Outputs for NWCCRP Phase 2	5
3. PRIORITY ACTION AREA	5
3.1 Promoting enterprise and Reducing worklessness	5
4 OBJECTIVES OF THE PRIORITY ACTION AREA	7
5 KEY AREAS OF ACTIVITY	9
5.1 Community Outreach and Engagement (Bolton)	10
5.2 Addressing Attitudes to Work (Bolton)	12
5.3 Warrington Coalfield Communities Targeted Activity	13
5.4 Aspire to Enterprise (Salford)	16
5.5 Tackling Barriers in hard to reach areas through delivery of smaller grassroot interventions (Cumbria)	17
5.6 Engaging Incapacity Benefit Claimants (Cumbria)	19
5.7 Developing Intermediate Labour Market Opportunities (Cumbria)	21
5.8 NDA Skills and Capability Strategy – Supporting Activities to Tackle Worklessness in West Cumbria	23
5.9 The supported employment programme (Knowsley)	23
5.10 Experiencing Volunteering (St Helens)	26
5.11 Developing Foundation Skills (St Helens)	27
5.12 Retention Provision (St Helens)	27
5.13 Supporting Employer Engagement (St Helens)	29
5.14 Starting Point in the Community (St Helens)	30
5.15 NEET apprenticeships (St Helens)	31
5.16 St Helens – Regeneration Rural Areas of St Helens	32
5.17 Enterprise Ambassadors – Enterprise Coaching	33
5.18 Enterprise Sector / Enterprise Development	36
5.19 Access to Finance	38
5.20 Greenheart Regional Park Volunteering and Training Programme	38
5.21 Vocational training / qualifications (Wigan)	41
5.22 Basic skills (Wigan)	41
5.23 Level 2/3 Qualifications (Wigan)	41
5.24 Apprenticeship / ILM Activity (Wigan)	42
4. SPATIAL TARGETS	43
5. DELIVERY OPTIONS	43

**NW COALFIELD COMMUNITIES REGENERATION PROGRAMME PHASE 2
ACTION PLAN
PROMOTING ENTERPRISE AND REDUCING WORKLESSNESS IN
COALFIELD COMMUNITIES**

1. INTRODUCTION

This Action Plan is an integral part of the NWCCRP Phase 2 delivery mechanism in North West coalfield communities. The purpose of the plan will be to deliver a framework of activities to address the priorities and achieve the objectives defined in the GENECON evidence based report.

The NWCCRP Phase 2 Delivery Strategy consists of:

- The GENECON evidence based report:
 - The evidence of need
 - The current mainstream provision
 - The current gaps in mainstream provision
 - The overall approach to addressing the priorities.
- This Action Plan, incorporating a number of themes, to address the priority issues identified through the evidence base and linked to the targets defined in the Regional Economic Strategy 2006 and identified NWDA programme outputs.
- A Commissioning Framework based on the existing framework successfully developed and implemented by the Wigan Economic Partnership.

1.1 Economic Context

Coalfield communities have high levels of worklessness and very low levels of enterprise and entrepreneurial activity in comparison to both the regional and national picture. In the most deprived coalfield communities, this difference is more pronounced.

This Action Plan outlines key areas of activity that will be commissioned. These offer solutions that will address the cultural and socio-economic problems that underpin the high levels of worklessness and low levels of enterprise and entrepreneurial activity, but that will also enable the most deprived areas to capitalise on the future planned developments across coalfield communities.

The Delivery Strategy, underpinned by resources through NWCCRP Phase 2 programme and plus additional partner resources, will enable us to undertake activities that will drive forward change, but that will also build on the successful social and environmental changes resulting from the previous NWCCRP Phase 1 programme. These have provided the building blocks that will enable us to create transformational change in the deprived targeted coalfield communities.

1.2 Evidence Base - Identified Priorities

The evidence base analysis clearly identifies the priorities for action, if levels of enterprise are to be significantly raised and worklessness levels are to be reduced in the targeted coalfield communities, to ensure the NWDA and programme targets are achieved. This priority is:

- Promoting Enterprise and Reducing Worklessness

The agreed priority will form the basis for the action planning process.

2. NWDA - REGIONAL ECONOMIC STRATEGY 2006 - TARGETS

The focus of NWCCRP Phase 2 programme is worklessness, skills and enterprise, and as such a number of the NWDA RES targets would be the focus of activity.

Identified NWDA programme outputs will be delivered through the NWCCRP Phase 2 programme that have a direct link to worklessness, skills and enterprise.

The activities detailed in this Action Plan are aimed at achieving both RES targets and identified NWDA programme outputs for NWCCRP Phase 2.

Key RES target for NWCCRP:

- Job creation
- Firm formation
- No qualifications
- Employment rate

The North West Regional Development Agency has the overall responsibility for the performance of the N W Coalfield Communities Regeneration Programme through the Regional Economic Strategy 2006.

The programme fits with all three of the Regional Economic Strategy's major drivers for growth, **improving productivity and growing the market, conditions for sustainable growth and growing the size and capability of the workforce.**

Under the RES drivers for growth the project will directly contribute towards:

- **Transformational Action 28:** deliver the skills required to maximise the economic impact of key growth opportunities.
- **Action 3:** Ensure that business start-up and survival is targeted at the under-performing sectors of the region.
- **Action 43:** deliver employability activities and reduce the number of people on incapacity benefit.

The programme will improve the employability of residents in coalfield areas and contribute to reducing incapacity benefit claimants and will further promote better community pride and cohesion to enable all sections of the community to benefit from economic growth in targeted coalfield areas.

2.1 Identified NWDA Programme Outputs for NWCCRP Phase 2

People helped to secure employment, education or training
NEET – People Helped (employment/education/training)

People assisted in their skills development
S/T – Skills Development (by learning type)

- Basic Skills
- Level 2 Qualification
- Level 3 Qualification
- Work Based Training
- Apprenticeships
- Enterprise Skills
- Leadership & Management
- Economically inactive completing vocational training

S/SEC – Skills Development (by sector)

Number of Businesses Assisted

- Business
- SME
- Social Enterprise
 1. Business Creation
 2. Business Expertise

£m of public and private leverage

3. PRIORITY ACTION AREA

As well as addressing worklessness through removing individuals' barriers we also need to ensure we promote a thriving local economy. With the predicted economic downturn we need to ensure we focus resources on supporting new enterprise development and the growth and sustainability of existing business, to ensure employment and training opportunities are available. Therefore the key priority is the client journey approach:

3.1 Promoting enterprise and Reducing Worklessness

Coalfield communities low levels of enterprise activity are characterised by:

- Below average business density
- Low business start up rates
- Low self employment rates
- Low numbers of women in business
- Low survival rates, particularly in areas of deprivation
- Low levels of innovation
- Weak Knowledge Economy
- Weak social enterprise sector

Strong and vibrant levels of enterprise are essential to provide increased employment opportunities. This will specifically be required to reduce

dependence on large scale employers who are vulnerable to external factors such globalisation, economic recession and climate issues.

At a personal level, it is recognised that there are many barriers preventing people who are classed as workless securing sustainable long term employment. It should also be recognised that such work will require wider and more innovative consultation to fully understand and overcome the deep rooted issues that are often characterised by benefits dependency, low aspirations and ambition and gender stereotyping;

A key barrier is skills. The skills issue in coalfield communities is again complex and multi-dimensional. It is accepted that a lack of appropriate skills and qualifications is one of the key barriers to employment.

The skills issue can be summarised as:

- Poor basic skills
- Lack of formal qualifications
- Lack of appropriate vocational qualifications.

To address the skills issues activity will focus on three key areas:

- Client engagement – targeted outreach work to identify clients furthest from the labour market;
- Client readiness - tailored programmes to assist clients from the Coalfield Areas to become job ready;
- Employer Engagement – Specific programmes to encourage employers to open up opportunities to the most disadvantaged.

There will be a focus on job brokerage and the development of partnership-based skills shops, seeking to link coalfield communities with adjacent areas of employment growth and opportunity. The approach will ensure that coalfield funded activity is aligned with other funding streams and mainstream activity to maximise effectiveness.

Please note: The GENECON evidence base document provides more information on both these issues.

4 OBJECTIVES OF THE PRIORITY ACTION AREA

Promoting Enterprise and Reducing Worklessness

The priority will address, and reduce the high levels of worklessness while raising levels of enterprise and develop a culture of enterprise and entrepreneurship within coalfield communities with a link to RES and local priorities for example women, BME, young people and white males. Key objectives are:

- **Increase engagement of workless people into employment, education and training opportunities**

This will be achieved by increasing the engagement of workless residents, changing their motivations and behaviours, improving access to training through community focused outreach work and people assisted into employment, education and training. Links and signposting will be made to mainstream activity through the LSC's and Job Centre Plus including the delivery of Enterprise Coaching activity. Any activity will have to include an element of engagement and will have to focus on changing motivations and behaviours. This will be measured through the people based output indicators.

- **Improve employability and occupational skills**

Key measures for this objective are included within the skills section for output indicators. These include number of adults gaining basic skills will measure improvement in basic employability together with the number of adults gaining NVQ levels 1, 2 and 3 qualifications. The number of people completing vocational training will measure the improvement in occupational skills. Structured volunteer programmes, linking people to training opportunities and skills improvement activity will be included.

- **Promote an Enterprise Culture**

It will include outreach activity within the most disadvantaged communities, addressing the barrier of culture and recognising that in disadvantaged areas there are a high number of people who are disconnected from the economy. The objective includes promoting a culture of enterprise, and providing the first steps to engagement with enterprise opportunities through enterprise coaching including assistance for social and community enterprises. Support will be available throughout the programme period, to 2012.

- **Encourage and enable employers to recruit workless residents and retain people in work**

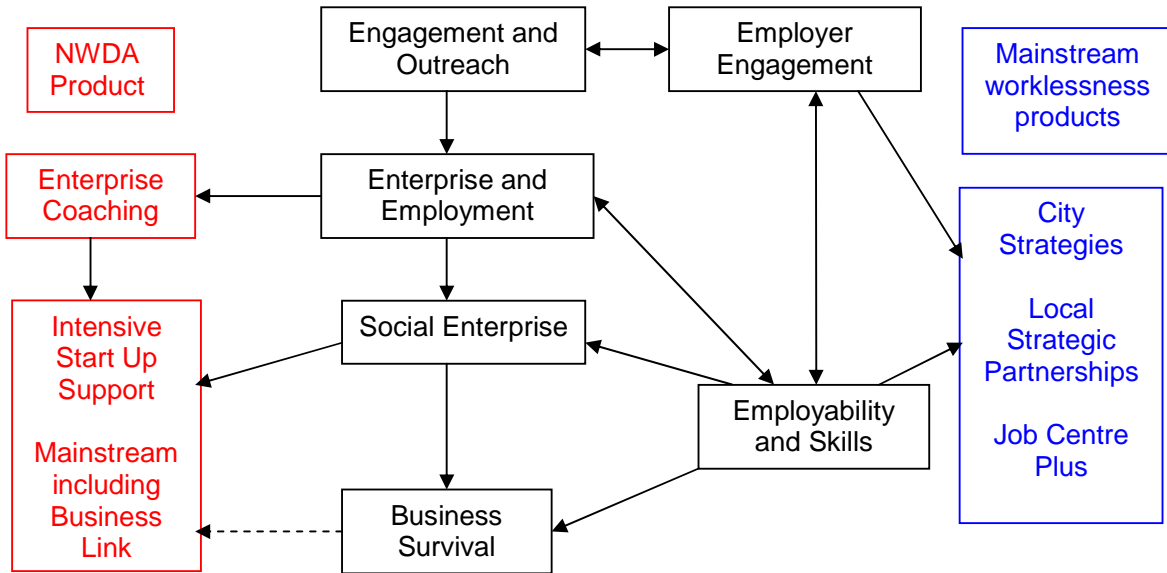
The success of any employer engagement activity can only be measured in the actual outcomes achieved. In this respect successful employer engagement including ILM activity will be fundamental to the achievement outputs for work based training, apprenticeships and vocational training. Activity will also focus on job brokerage and the development of partnership-based skills shops, mentoring and job coaching.

- **Improve business survival**

This will be measured through a range of Business Support output indicators. Support will focus on providing a wrap around to existing products (not duplicating existing and planned regional activity) to ensuring survivability and

assistance for social and community enterprises. There will also be assistance with skills development in particular management and leadership skills and enterprise skills. Support will be available throughout the programme period.

Figure 1: The NWCCRP Client Journey



5 KEY AREAS OF ACTIVITY

The following areas of activity have been identified and developed with reference and input from the following:

- The GENECON evidence base that underpins enterprise and worklessness, with a particular focus on the target most disadvantaged areas;
- Evaluation of current activities which have addressed worklessness, especially those undertaken through the NWCCRP Phase 1 programme;
- Analysis of current mainstream funded projects and programmes that are currently active in coalfield communities, to identify gaps in provision.

Recommendations against each area of activity will be made whether the activity is likely to be an open commission or a selective commission. Further development of the specifications, in particular for the areas of activity noted as open commission, will be undertaken by the NWCCRP Phase 2 Commissioning Working Group prior to the commission being released. This will ensure that:

- Specifications are comprehensive and take account of local factors;
- Details of the specification are correct and up to date;
- All match funding has been identified and packaged to optimise delivery.

Please note:

This Action Plan is an evolving document and will need to be refreshed at regular periods to account of the following:

- Changes to the mainstream context – to ensure that NWCCRP Phase 2 resources do not duplicate activity that can be funded through other mainstream programmes and to ensure continued added value;
- Changes within the local, regional and national economy – predictions are that we are entering an economic downturn which could have significant impact on NWCCRP Phase 2 priorities;
- Interim evaluation results;
- Any new identified models of best practice that could be piloted/rolled out in coalfield communities.

Priority: Promoting Enterprise and Reducing Worklessness

5.1 Community Outreach and Engagement (Bolton)

• **Introduction**

The main aim of this activity is to provide a co-ordinated approach to outreach and engagement that is linked to local delivery of pre-start employment and enterprise activity.

Activity Objectives 1	Community Outreach and Engagement (Bolton)
Activity rationale and description of potential delivery methods	<p>There are several strands that will make the whole work:-</p> <p>1 Using an established team of community involvement workers, who are themselves from the communities being targeted and so have first hand knowledge of the area and can empathise with the client groups. Their remit would be to promote the range of mainstream and commissioned activity addressing worklessness so that local people would be made aware of and encouraged to take up locally delivered employment and enterprise support.</p> <p>2 Basing employment and enterprise support activities at established community venues and ‘piggy backing’ on events run by locally based organisations that are trusted by the community and easily accessible. Facilitation and co-ordination of collaborative work between relevant partner agencies to develop interventions that engage specific target groups in enterprise and employment related activity and exploring opportunities for social enterprise development. This pre-start activity would build basic capacity of coalfield residents and provide for a natural progression and referral to further support from mainstream job creation and business start-up programmes.</p> <p>3 Provision of targeted pre-pre-start enterprise and employment awareness events and activity in the Farnworth community including:</p> <ul style="list-style-type: none"> • Establishing a working base in community venues, in particular those providing services for specific target groups, to enable these communities to both engage and access relevant support. • Pre-pre-start employment and enterprise workshops and training delivered from established community venues and awareness events aimed at specific target groups eg women, young people, BME communities, eg new migrants and refugees.

	<ul style="list-style-type: none"> • Development of partnership working with the Farnworth Neighbourhood Management Team to make use of their knowledge of the area, add value to their planned activity and avoid duplication of effort. • Development of employment initiatives with local employers, in response to specific opportunities eg pre-recruitment work and preparation for redundancy. • Offering grants as incentives to encourage people into employment or self employment and tailored support to ease the transition onto mainstream start-up and employment support programmes.
Budget	<p>Bolton total £181k over the duration of the North West Coalfield Communities Regeneration Programme</p> <p>Coalfield grant year 1 £52,000</p> <p>Coalfield grant year 2 £65,000</p>
Spatial Targeting	Activity will be focused in the NWCCRP target wards / SOAs for Bolton (Farnworth and Kearsley)
Target/Outputs	<p>Targets:</p> <ul style="list-style-type: none"> • Individuals receiving support, advice and guidance = 150 • Individuals receiving job retention support= 40 • Pre-pre-business start capacity building sessions= 12 • Liaison with employers to open up opportunities for employment and their sustainability and help with any wage subsidy to assist job referrals = 8 <p>Outputs:</p> <p>(1) 20 jobs created or safeguarded</p> <p>(2) 100 people helped to secure employment, education or training</p> <p>(3) 50 people assisted in their skills development</p>

5.2 Addressing Attitudes to Work (Bolton)

- **Introduction**

The proposed activity will help to achieve one of the aims of Objective 6, to focus on changing people's motivations and behaviours in relation to work.

Activity Objective 1	Addressing Attitudes to Work (Bolton)
<p>Activity rationale and description of potential delivery methods</p>	<p>Within Bolton, we have recognised that families that are trapped within a cycle of worklessness need to be approached using integrative counselling and modern psychological approaches as it is unlikely that any single method used in isolation would ultimately succeed with the whole family. Each family member may hold different thoughts and attitudes towards work and have differing reasons for being unemployed. In one family there may be multiple issues at large; one person may be suffering from depression, another may have low self-esteem, there could be anger issues, drug issues etc.</p> <p>For many trapped into a cycle of worklessness that has spanned generations it is doubtful that job searches and C.V writing will entice them into work. What is more likely to work is a psychological approach to unearth the barriers both perceived and real to the individual so that they can be removed and replaced by a positive and more motivated set of thoughts.</p> <p>This strand proposes activity aimed at the whole family, applying the following interventions:-</p> <p><u>Solution Focussed Therapy (SFT)</u>: enters into the client's frame of reference, disowns the role of expert, affirms and respects the client's experiences, builds on the client's essential healthiness, keeps close to the client's goals, and trusts the client to know how to overcome their problems. SFT works well where time is an issue and the therapist does not have months to facilitate change.</p> <p><u>Motivational Interviewing (M I)</u>: is a client centred directive method for enhancing intrinsic motivation to change by exploring and resolving ambivalence. MI emphasises the importance of positive self-talk to enhance client's ability to change.</p> <p><u>Emotional Intelligence (EI)</u>: It has been suggested that the best indicator of success in life is no longer as was thought qualifications but a number of collective attributes under the banner of EI, these attributes range from; motivation of self and others, self-awareness, empathy, self-control and finally social skills. All of these specific areas can be measured</p>

	<p>and where needed enhanced to enable increased chances of career success.</p> <p><u>Family Therapy</u>; by observing the family as a collective whole their dynamic can be studied so that negative influences may be outlined and reduced. Individual family members may be imposing their learned negative behaviour on others with the effect of negating any positive ambitions held by the rest of the family.</p> <p><u>Cognitive Behavioural Therapy</u>: Works simultaneously with both thought processes and behaviours, allowing the therapist to tackle such things as bad habits for example. Working in this way allows the therapist the opportunity to follow the clients thought processes that lead to specific behaviours and encourage the client to change those thoughts where necessary so that they lead to the desired behaviour.</p>
Budget	<p>Bolton total £181k over the duration of the North West Coalfield Communities Regeneration Programme</p> <p>Coalfield grant year 1 £25,000</p> <p>Coalfield grant year 2 £35,000</p>
Spatial Targeting	Activity will be focused in the NWCCRCP target wards / SOAs for Bolton (Farnworth and Kearsley)
Target/Outputs	<p>Targets:</p> <ul style="list-style-type: none"> Residents accessing confidence building/motivational support = 35 <p>Outputs:</p> <p>(2) 35 people helped to secure employment, education or training</p>

5.3 Warrington Coalfield Communities Targeted Activity

Activity Objective 1, 2, 3	Warrington Coalfield Communities Targeted Activity
Activity rationale and description of potential delivery methods	In the overall IMD Warrington is ranked as the 165 th most deprived district in England, out of 354. Within the Coalfield areas, 10 of its SOAs are ranked in the worst 10% deprived in England and 15 in the worst 20%. In the Education, Skills and Training sub-domain 7 SOAs are ranked in the worst 10% whilst for the Employment domain there are 12 (IMD 2007).

Warrington's six Coalfield wards contain nearly half of all benefit claimants in the town (7,510 out of 15,505). There are nearly 4,000 Incapacity Claimants and 1,000 Lone Parents on Income Support within the target wards (Working Age Client Group, May 2008).

The six Coalfield wards had an average claimant count rate in December 2008 of 4.9% compared to the Borough average of 3%. The rate has increased by 2.2%, from 2.7% in November 2007, as result of the current economic climate. The has particularly affected the Coalfield areas with the claimant count increasing nearly twice as quickly in these areas than the Borough average (Claimant Count, December 2008).

Warrington will focus predominantly on Objectives 1, 2 and 3, although there could be some overlap with activities. Our main focus and activities will include:

- Increase engagement of workless people into employment, education and training opportunities
- Improve employability and occupational skills
- Promote an enterprise culture
- Encourage and enable employers to recruit workless residents and retain people in work
- Improve business survival

Activities to meet objectives:

- Work will be carried out on an outreach basis with local resident groups and individuals on a 1-1 basis to identify training and skills development to enhance employability with typically hard to reach groups.
- Engagement with local residents, including young people, to provide a range of learning and personal development opportunities to identify skills gaps, training needs and provide opportunities to be involved in community volunteering and various work/employment schemes.
- To help alleviate any barriers to skills, training, employment opportunities,, including transport options/alternatives, child care facilities and provisions in order for progress to me made.
- A target specific volunteer programme, including skills, training, work experience, with a view to securing possible future full or part employment for local residents.

	<ul style="list-style-type: none"> • Promotion of credit unions and enterprising activity, including individual development. • Recruitment and training of volunteers for general or specific activities to increase skills development and employability opportunities. • Skills development and training programme to start at the basic level to introduce individuals and promote awareness of training. This will include basic skills, motivational issues, confidence building activities to build up a skills audit to help identify future requirements as the individual develop and build up their own needs and requirements. <p>The programme will help promote enterprise activity and remove barriers by providing advice and guidance, signposting to appropriate expert support.</p> <p>The Coalfield programme will also look at ways of mitigating the effect of the economic downturn by supporting people and business to work more effectively and where this is not possible help address impacts.</p> <p>Transitional Activities:</p> <p>All of the objectives will have the purpose of making the transition to skills development, training or employment a smoother process for our residents. The focus of our activities will be around the specific target areas and client groups, including Incapacity Benefit claimants, Lone Parents and our Older Clients (50+).</p>
Budget	<p>£353,997 over the duration of the North West Coalfield Communities Regeneration Programme, with match funding available to increase, and work alongside additional activities.</p> <p>Estimates Only:</p> <p>Objective 1 - £150,000</p> <p>Objective 2 - £150,000</p> <p>Objective 3 - £53,977</p>
Spatial Targeting	<p>There will be a requirement to focus activity in the NWCCRP target wards / SOAs)</p>
Target/Outputs	<p>Outputs:</p> <p>Jobs created or safeguarded = 12</p> <p>People helped to secure employment, education or training = 300</p>

	<p>People assisted in their skills development = 400</p> <p>Number of Businesses Assisted = 5</p> <p>Public and private leverage = £</p>
--	--

5.4 Aspire to enterprise (Salford)

Introduction

Overall, the activity promotes the ideas of engaging the aspiration of disadvantaged groups by creating enterprise readiness and lifeplanning through the metaphor of business start-up. The project recognises and compliments mainstream activities by focusing on residents in the Coalfields wards who do not traditionally access mainstream services; they will be supported to enable them to move forward into volunteering activity, employment, self employment, training or mainstream support as appropriate. The offer will not duplicate the current mainstream offer, but will seek to ensure maximum uptake of their activity thus giving added value.

<p>Activity Objectives : Promote an enterprise culture 3</p>	<p>Aspire to enterprise (Salford)</p>
<p>Activity rationale and description of potential delivery methods</p>	<p>This project will provide a service for residents, to raise awareness of and aspirations towards enterprise and self employment. It is based on an established project that has twice successfully delivered a similar scheme targeted at the Salford West Area. It will do this by delivering enterprise awareness and aspirations building taster sessions in community settings throughout the 3 coalfield wards. Residents that then choose to enter the best enterprise idea competition will be provided with 1-1 support to help in putting together their enterprise proposals.</p> <p>However, it only encourages interventions that tip into start-up when viable business ideas are presented. It strongly advocates a more serious approach to developing the resources required to succeed in business, particularly financial capital and work experience, and suggests this necessitate a long-term effort over an 'enterprise lifecourse', engagement with 'non-business' agencies and, possibly, the development of partnerships that bring complementary resources. Continued contact during trading is also advocated, to help manage risks and support transitions out of marginal and failing businesses.</p> <p>Delivery of this project will be subject to commissioning</p>

	from NWDA's approved panel of providers for business support.						
Budget	<p>Salford total £181k over the duration of the North West Coalfield Communities Regeneration Programme</p> <table> <tr> <td>Coalfield grant year 1</td> <td>£45,000</td> </tr> <tr> <td>Coalfield grant year 2</td> <td>£68,000</td> </tr> <tr> <td>Coalfield grant year 3</td> <td>£68,000</td> </tr> </table>	Coalfield grant year 1	£45,000	Coalfield grant year 2	£68,000	Coalfield grant year 3	£68,000
Coalfield grant year 1	£45,000						
Coalfield grant year 2	£68,000						
Coalfield grant year 3	£68,000						
Spatial Targeting	Activity will be focused in the NWCCRP target wards for Salford (Swinton North, Pendlebury and Little Hulton)						
Target/Outputs	<p>Targets:</p> <ul style="list-style-type: none"> • Individuals receiving support, advice and guidance = 110 • Individuals receiving job retention / development support = 35 • Pre-pre-business start capacity building sessions = 18 <p>Outputs:</p> <ul style="list-style-type: none"> • Individuals with raised enterprise awareness and aspirations and referred to mainstream enterprise and business support = 50 • 50 people helped to secure employment, education or training • 30 people assisted in their skills development 						

5.5 Tackling barriers in hard to reach areas through delivery of smaller grassroots interventions (Cumbria)

Activity Objective 1 & 2	Tackling Barriers in hard to reach areas through delivery of smaller grassroots interventions.
Activity rationale and description of potential delivery methods	<p>In Allerdale and Copeland it has been identified that some mainstream programmes 'miss out' the real hard to reach people. The loss of smaller grassroots interventions and delivery through regional organisations results in a lack of trust in many of the disadvantaged communities and failure to engage many people.</p> <p>Many people face barriers to employment and having no qualifications or skills is perhaps the most significant factor in unemployment. There is also a strong correlation between</p>

the existence of low aspirations, a lack of confidence and self-esteem and a lack of successful role models from target communities to promote and encourage change as a realistic option. It has also been identified that due to the parochial nature of many disadvantaged communities residents are unwilling to travel outside their immediate community to access skills, business support, training and advice. A further barrier to new opportunities, in particular for women, is the lack of accessible and affordable childcare provision.

Support is required through a range of the following activities to address / remove barriers associated with improving lives in hard to reach areas.

Outreach Beneficiary Engagement Activities

Flexible front end beneficiary activities are required, especially where individuals are experiencing multiple barriers in accessing mainstream support. Interventions will be client centred and require the integration of services from a range of providers. They will also be able to adjust to local context and circumstances. A range of support is required to meet specific needs as the individual makes their journey towards employment, business start up or other fundamental changes in their life. Contact with potential clients will be via outreach services in familiar local venues. The types of barriers that have been identified include: inherited worklessness; lack of formal education, youth spent in care, in trouble with authorities, leading to educational difficulties, literacy and/or numeracy problems, dyslexia. These challenges often result in them not wishing to, or lacking confidence to engage with the mainstream support on offer.

Mentoring Activities

Activities providing support, life skills and employment readiness training to targeted disadvantaged individuals through a mentoring programme using volunteers. Mentors will act as positive role models to raise aspiration and achievement in young people and adults from areas of deprivation and hard to reach groups.

Mobile Activities

Mobile job brokerage facilities, e.g. bus, linking workless residents with employers in targeted areas.

Volunteer Programme Activities

A Volunteer Programmes providing structured work experiences leading to increased confidence, accredited qualifications and general life skills in preparation for people returning to work.

Links to Mainstream Activity (overarching focus)

	Activities will focus on residents in the Coalfields wards who do not traditionally access mainstream services; they will be supported to enable them to move forward into volunteering activity, employment, self employment, training or mainstream support as appropriate. The offer will not duplicate the current mainstream offer, but will seek to ensure maximum uptake of their activity thus giving added value.
Budget	£500,000 of which Coalfields element is £250,000(This is divided as £83,000 for the objective 1 activity and £167,000 for the objective 2 activity.)
Spatial Targeting	There will be a requirement to focus activity in the NWCCRP target wards / SOAs) for Copeland and Allerdale
Target/Outputs	Outputs: People helped to secure employment, education or training = 67 People assisted in their skills development = 64 Public and private leverage = £250,000

5.6 Engaging Incapacity Benefit Claimants (Cumbria)

Activity Objective 1 & 2	Engaging Incapacity Benefit Claimants
Activity rationale and description of potential delivery methods	<p>In Allerdale and Copeland there are very high numbers of incapacity benefit claimants compared to nationally and as a consequence there is the need to focus on specific groups of individuals. Key issues arise from the problems associated with trying to engage effectively with incapacity benefit claimants – restricted by data protection act, which makes it difficult to identify incapacity benefit claimants. There is undoubtedly the potential for a significant decrease in the numbers of people claiming incapacity benefits.</p> <p>The overall ambition of this activity / area of work is to contribute towards social inclusion by delivering a range of activities that will help individuals currently claiming incapacity benefits, especially long term IB claimants (6 months or longer). The aim is that the following type of activities will assist beneficiaries in enhancing their health, gain the skills and underpinning knowledge to improve their life chances and gain employment. It is also intended that all activity will have clear links into mainstream activity where appropriate and that it would provide additonality rather than duplication.</p> <p>This activity/area of work is expected to have a dual approach:</p>

- Training, rehabilitation, advice and re-motivation
- Economic regeneration in IB concentrated areas

Activities focusing around Health

Activity delivering accessible therapeutic programmes for IB Claimants based on key symptoms suffered by this group. These are identified as mental/behavioural disorders, depression, anxiety, neuroses, muscular-skeletal disorders (mostly neck/back pain), circulatory or respiratory disorders. The aim of the activity is for patients to understand the relationship between mental and emotional stress and adverse physical symptoms and equipped with the skills to manage stress more effectively. The end result is that they enjoy significant improvements to their mental and physical health and well-being.

Activities focusing around Lone Parents

The IB problem can be linked with the need to ensure that claimants are provided with the skills to enable them get work. The main barriers lone parents face is child care and the issue of ensuring that they are better off and not poorer by working. is able to help lone parents with 1 or 2 children under 12 by providing childcare. The situation becomes more complex when they have 3 or more children because of the lack of affordable childcare.

Activities focusing around Community Outreach

Activities providing community outreach, targeting IB recipients who have not traditionally engaged with any mainstream activity. The focus is an integrated range of support including that of condition management, confidence building, generic employability skills, basic skills support, job preparation training, job-search activities and post employment support where necessary.

Transitional Activities

Transitional activities such as the provision of Qualifications, work tasters & motivational activities all with a high level of support, advice & guidance combine to build confidence to help primarily Incapacity Benefit, Lone Parents and Older Customers (50+) manage the transition to work.

Links to Mainstream Activity (overarching focus)

Activities will focus on residents in the Coalfields wards who do not traditionally access mainstream services; they will be supported to enable them to move forward into volunteering activity, employment, self employment, training or mainstream support as appropriate. The offer will not duplicate the current mainstream offer, but will seek to ensure maximum uptake of

	their activity thus giving added value.
Budget	£500,000 over 3 years of which the Coalfields element will be £250,000 (This is divided as £83,000 for the objective 1 activity and £167,000 for the objective 2 activity.)
Spatial Targeting	There will be a requirement to focus activity in the NWCCRP target wards / SOAs) for Copeland and Allerdale
Target/Outputs	<p>Targets:</p> <ul style="list-style-type: none"> • People on IB engaged = 135 • IB Claimants to access further learning = 45 • IB claimants into jobs = 77 <p>Outputs:</p> <p>People helped to secure employment, education or training = 135</p> <p>People assisted in their skills development = 82</p> <p>Public and private leverage = £250,000</p>

5.7 Developing Intermediate Labour Market Opportunities (Cumbria)

Meets Activity Objective 4	Developing Intermediate Labour Market Opportunities
Brief Activity/area of work description	<p>Independent research by Genecon clearly showed that for many workless people there is the need to provide intensive support in order to assist them back into work, given that many will struggle to attain work because employers would not consider them for positions due to their lack of work history. For many, there is the need to gain some credible work experience in order to stand a chance of getting a permanent job. An intermediate labour market-type approach is one way that can be achieved and that we wish to address through this tender</p> <p>ILM schemes offer significant opportunity for employment which can up-skill local people to enable them to access these opportunities. Provision of a 'bridge to work' will help people move back into permanent employment by providing them with new skills through job training, delivery of formal training and work experience. It will seek to plug the demand for jobs by up- skilling people in order to prepare them for employment within semi-skilled construction and related professions for example.</p> <p>The main aim is to give those in Copeland and Allerdale who are most removed from the labour market a bridge back to the</p>

	<p>world of work by improving participants' general employability. It is expected that ILM priority opportunities will be provided in 'some' of the following priority areas. All opportunities are waged, using coalfields funding, and relevant training is given as is support in finding permanent employment</p> <p>Construction Work placements opportunities where unemployed clients develop a wide range of skills which are useful to local companies in the construction field. In this way, previously unemployed participants can get the necessary experience and appropriate training they need in order to apply for jobs in the sector</p> <p>Childcare and elderly care Opportunities that provide relevant training and practical hands on experience in supporting children's physical development needs Also opportunities for those wishing to work with older people providing the chance to assist care staff in delivering a range of day-care services and opportunities</p> <p>Retail Opportunities within the retail sector including charity shops which gives experience in working with customers, displaying goods and dealing with money.</p> <p>Horticulture/conservation/environment Opportunities that exist in amenity horticulture or conservation work, working with parks rangers or parks maintenance teams on Public Rights of Way, energy efficient improvements and countryside management activities. This could include training in areas such as pesticide use or health and safety. Opportunities for a more office based route to gain experience in areas such as waste or energy management, environmental promotion and general administration.</p> <p>Business Administration / ICT Office based opportunities which are most appropriate to the client's skill level. Opportunities could range from working in community centre's to working in housing associations</p> <p>Opportunities that arise in other sectors in West Cumbria such as Leisure, Tourism, Cultural Heritage, etc</p>
Budget	In the region of £509,212 over the duration of the North West Coalfield Communities Regeneration Programme, of which £254,606 is NWCCRP funding. (All objective 4)

Spatial Targeting	There will be a requirement to focus activity in the NWCCRP target wards / SOAs) for Copeland and Allerdale. These wards are currently:
Targets	Outputs: People helped to secure employment, education or training = 150 People assisted in their skills development = 200 Number of Businesses Assisted = 20 Public and private leverage = £254,606

5.8 NDA Skills and Capability Strategy – Supporting Activities to Tackle Worklessness in West Cumbria

Activity	NDA Skills and Capability Strategy – Supporting Activities to Tackle Worklessness in West Cumbria
Activity rationale and description of potential delivery methods	The NDA Skills and Capability Strategy aims to move people from long-term unemployment to sustained work by providing the opportunity to support individuals who have been excluded from mainstream economic activity. Coupling opportunities afforded by the local skills infrastructure together with opportunities for organisations like Sellafield Ltd and its supply chain along with Job Centre Plus and local employers to contribute to individual tailored programmes of intervention.

5.9 Supported Employment Programme (Knowsley)

Activity Objective 2	Supported Employment Programme
Activity rationale and description of potential delivery methods	Knowsley MBC wants to work with its partners to improve the quality of the local environment, the lives of local people and the success of local businesses in areas in need of investment and support. This means developing environmental projects as a way of securing lasting social, economic and environmental benefits for those who live and work in the area. Knowsley MBC purpose is to build sustainable communities in areas of need through joint environmental action. We deliver programmes of work that address three strategic priorities: For people: creating opportunities for people to learn new skills and take local action For places: creating better, safer and healthier neighbourhoods For prosperity: helping businesses and individuals fulfil their potential

To do this, we deliver projects and programmes in partnership in six key areas:

Communities: building stronger neighbourhoods

Land: reconnecting people with their surroundings

Employment: training people for work and stimulating enterprise

Education: learning, citizenship and sustainability

Business: integrating the economy and the environment

Youth: realising young people's potential

Supported Employment

Who needs supported employment?

Any person of working age who has disability or who is long term unemployed, lives within Knowsley and would like assistance with employment or training towards it. People who need to develop their social skills and build up confidence. The programme is open to the long term unemployed under the action for employment programme. These clients are paid by the job centre for a 13 week placement. Clients on both programmes are signed up to an NVQ in conservation and horticulture delivered by a dedicated project officer *from the Delivery Organisation*.

Clients

At present *the Delivery Organisation* employs six clients under the supported employment programme on an un-contracted basis and work four hours paid and some voluntary time. All clients were referrals from the Social Services. There are a number of day centres and community projects that are at present under review and are looking for places for clients on supported employment.

Funding

Supported employment is funded through project activity. This means identifying potential projects at development stage to ensure that the true costs are taken into account. Each client costs about £xxxxx to employ on a one year contract.

Future Aims

The aim of this project is to provide a viable and professional project delivery service to our partners but also provide people with a learning disability and the long term unemployed the opportunity to have a valuable and fulfilling work experience while working towards a recognised qualification. *The Delivery Organisation* has developed a partnership with St Helens College to deliver a horticultural and conservation qualification. This would mean any clients working on our project could gain a NVQ certificate in horticultural and conservation. The

	<p><i>Delivery Organisation's</i> rights of way maintenance and improvements programme is specifically used to give clients the practical experience needed to pass the brush cutting and mowing element of the NVQ course.</p> <p>Partners</p> <p>At present the <i>Delivery Organisation</i> is working with partners from Warrington and Halton borough councils, Halton Housing Trust, Liverpool Housing Trust and a number of local businesses. The continued support of its partners is vital to the continuing success and growth of the project. Due to nature of the clients we work with it is very important for the <i>Delivery Organisation</i> to provide a long term, stable project base. Where appropriate we will be talking to our partners about providing a longer term commitment through service level agreements. This will allow us provide stable employment for our clients and will allow our clients to get the most out of their placement.</p> <p>Conclusions</p> <p>This project is specifically aimed at the most disadvantaged members of our community and gives people who would normally spend most of their time in a day centre or at home a chance to get actively involved in their community and gaining a recognised qualification. This can only be achieved with the long term commitment from all of our partners.</p> <p>Any person of working age who has disability or who is long term unemployed, lives within Knowsley and would like assistance with employment or training towards it. People who need to develop there social skills and build up confidence. The programme is open to the long term unemployed under the action for employment programme. These clients are paid by the job centre for a 13 week placement. Clients both programmes are signed up to an NVQ in conservation and horticulture delivered by a dedicated project officer.</p>
Budget	£181k over the duration of the North West Coalfield Communities Regeneration Programme
Spatial Targeting	There will be a requirement to focus activity in the NWCCRP target wards / SOAs) for Knowsley
Target/Outputs	

5.10 Experiencing volunteering (St Helens)

Objective 2	Experiencing volunteering
Activity rationale and description of potential delivery methods	<p>Providing one to one assistance to individuals within the specified target areas in accessing volunteering, and networking with existing services. The intervention/s will specifically provide:</p> <ul style="list-style-type: none"> • Publicity and promotion on the benefits of volunteering and its routes to employment. • One to one support in accessing and being placed in a suitable volunteering post. • Development of locally based volunteering opportunities. • Continuous follow up with individuals who have accessed the service on their progress. • Continuous partnership and networking with other employment and training support service providers within the area. <p>This support available will provide person centred assistance in matching the skills, aspirations and motivations of key individuals within the target groups and areas to progress through to a volunteering route and / or assist in signposting to other more appropriate agencies if other needs are highlighted. A key element of the intervention/s is to utilise volunteer opportunities as a stepping stone towards moving into paid employment, particularly for those residents who lack the confidence or experience to move directly into paid employment at an early stage.</p>
Budget	<p>£37550 per annum £20000 available match funding via DAF per annum Total cost - £112,650 NWCCRP Grant - £52,650</p>
Spatial Targeting	<p>There will be a requirement to focus activity in the NWCCRP target wards / SOAs for St Helens, with a particular emphasis on those with higher levels of worklessness.</p>

Target/Outputs	<p>Targets: Number of people engaged: 141 Number of people with access further learning: 141</p> <p>Outputs: 2. People helped to secure employment, education or training - 189 3. People assisted in their skills development - 85</p>
-----------------------	---

5.11 Developing Foundation skills

Objective 1	Developing Foundation skills
Activity rationale and description of potential delivery methods	<ul style="list-style-type: none"> • Seek to improve participation and penetration of Skills for Life, including literacy and numeracy as basic building blocks for local residents. • The provision of discrete SfL for adults and pre-qualification ESOL (English for Speakers of Other Languages) through flexible courses, learning opportunities and through locally targeted provision accessible to local residents. • Encourage skills development for local residents through progression onto relevant provision to improve Level 2 attainment with flexible provision key including one to one support depending upon the needs of individuals. • Development of curriculum which suites a range of local residents which stimulates interests and supports achievements.
Budget	£42550 per annum Total Cost - £127,000 NWCCRP Grant - £52,650
Spatial Targeting	There will be a requirement to focus activity in the NWCCRP target wards / SOAs for St Helens, with a particular emphasis on those with higher levels of worklessness.

Target/Outputs	<p>Targets:</p> <p>Number of people engaged: 99 Number of people with access further learning: 123</p> <p>Outputs:</p> <ol style="list-style-type: none"> 2. People helped to secure employment, education or training - 85 3. People assisted in their skills development - 33
-----------------------	--

5.12 Retention provision

Objective 4	Retention provision
Activity rationale and description of potential delivery methods	<p>This intervention will aim to reduce the number of local residents who have gained employment returning back to claiming benefits by offering extensive personal support. The main focus will be on those who have been recipients of jobseekers allowance, incapacity benefit, lone parent benefits and other key target groups including, ethnic minorities, people over 50, those with lowest qualifications, people with disabilities and young people previously not in education employment or training. This could include a number of actions such as</p> <ul style="list-style-type: none"> • Agreeing ongoing mentoring from an Adviser either face to face, telephone, email or text support • Advice on skills progression and training - progression for employees such as Train to Gain, Skillworks and apprenticeships • Financial management - work with existing partners such as Citizens Advice Bureau, Jobcentre Plus and housing benefit advice to ensure that participants have full access to support and that all available in-work benefits are claimed and in place. • Financial support – travel expenses for the first month of employment or organise access to Scooter Commuter or Workwise Wheels, provision of protective clothing or work clothes etc. • Childcare – working with Jobcentre Plus Lone Parent Advisers, Surestarts, Children’s Centres etc to support clients who are organising childcare arrangements. Funds are available to cover the first month of childcare costs where necessary. • Occupational Health - professional guidance to offer support in many areas such as physical disability and mental health issues through local partners • Working with employers. – support to employers to access other services such as HR support services in place for employers, and link with these and other

	<p>services to reassure employers that they can successfully recruit from workless groups and that we will support them through any difficulties.</p> <ul style="list-style-type: none"> • Surgeries – we would hold surgeries for people who have just started work to ‘drop into’ should they need support as there may be people who would slip through the referral route.
Budget	<p>£170000 per annum £90000 available match funding via DAF per annum Total cost - £510,000 NWCCRP Grant - £240,000</p>
Spatial Targeting	<p>There will be a requirement to focus activity in the NWCCRP target wards / SOAs for St Helens, with a particular emphasis on those with higher levels of worklessness.</p>
Target/Outputs	<p>Targets: Number of people engaged: 30</p> <p>Outputs: 3. People assisted in their skills development - 306</p>

5.13 Supporting employer engagement

Objective 1	Supporting employer engagement
	<p>Offer a Job Brokerage activity providing additional support to enable improved identification of employment opportunities and strengthen existing links with local and the ‘travel to work’ area employers, particularly those within the Greater Merseyside sub-region.</p> <ul style="list-style-type: none"> • Work with the developing St Helens Employer Liaison Team which will work directly with local businesses, to identify employment opportunities for local workless residents. • Provision of flexible workforce recruitment solutions, using and linking to mainstream and co-financed contracted support and through bespoke provision tailored to local employers. • Engaging businesses both within key sectors and local priority geographical growth locations. • Matching of local workless residents to employment opportunities and training created in these sectors / locations. • To establish and develop employer charters to encourage them to provide opportunities for the local workforce in particular for local workless residents. • Activity will be directly linked into the initial four steps within the continuum (outreach & engagement; information, advice & guidance; pre-employment

	<p>support and transition into work) particularly mainstream and co-financed provision and existing complementary strand support for local people at a disadvantage in the labour market</p> <ul style="list-style-type: none"> • This activity will also link into existing retention support and refer clients onto further career advancement, e.g. Train to Gain.
Budget	<p>Total cost - £493000 over two years NWCCRP Grant - £253,000 £240000 available match funding via ERDF over two years</p>
Spatial Targeting	<p>There will be a requirement to focus activity in the NWCCRP target wards / SOAs for St Helens, with a particular emphasis on those with higher levels of worklessness.</p>
Target/Outputs	<p>Targets: Number of employers engaged: 32</p> <p>Outputs:</p> <ol style="list-style-type: none"> 2. People helped to secure employment, education or training - 80 5. Businesses Assisted - 16

5.14 Starting Point in the Community

Objective 2	Starting Point in the Community
Activity rationale and description of potential delivery methods	<p>Our aim is to provide a wide range of easily accessible support, as outlined below, to workless people within the DAF wards, with the objective of helping them into employment and reducing overall workless rates in these wards.</p> <p>This activity builds on the current high quality and nationally accredited provision of Starting Point (St Helens) Information Advice and Guidance centre and will provide for the continuation of a first class outreach service, already established and working from Fleet Lane, Parr and a range of community centres across the DAF wards.</p> <p>This activity will reduce the number of local residents claiming key working age benefits including Job Seekers, Incapacity Benefit and Lone Parents with a key focus to reduce the level of benefit claims across the NWCCRP target wards / SOAs for St Helens.</p> <p>A full range of high quality, Matrix accredited, information, advice and guidance services together with educational and vocational assessments. The provision will work intensively with clients with the resulting outcome of more people moving into employment and/or learning, thereby increasing employment rates in areas with the highest levels of</p>

	worklessness.
Budget	Total cost - £568,000 over two years NWCCRP Grant - £238,000 £330000 available match funding via DAF and ESF over two years
Spatial Targeting	There will be a requirement to focus activity in the NWCCRP target wards / SOAs for St Helens, with a particular emphasis on those with higher levels of worklessness.
Target/Outputs	Targets: Number of people engaged: 2000 Outputs: 2. People helped to secure employment, education or training – 217 3. People assisted in their skills development - 18

5.15 NEET apprenticeships

Objective 3	NEET apprenticeships
Activity rationale and description of potential delivery methods	<p>This programme aims to increase the number of employed Apprentices in St Helens, providing employment with training for 16-19 year olds who are not engaged in education, employment or training (NEET)</p> <p>Young people will be recruited in conjunction with Connexions, with the programme providing them with employment and Apprentice Training to Level 2/3.</p> <p>An initial in-house 6 week training programme will be delivered which will provide the young person with some of the skills required by the employer. The programme would include an initial assessment process identifying any literacy/numeracy needs, personal and/or motivational issues.</p> <p>The young people will be allocated a Training Adviser who would provide ongoing support. Regular meetings will also be held with Connexions to alleviate any potential problems.</p> <p>During this period their Training Adviser would work with the young person to find a suitable employer.</p> <p>Following the initial 6 week training programme the young person will progress on to a trial with an employer for 8 weeks to show that they have the skills and attitude to be a potential employee.</p> <p>During the Apprenticeship the employer will be encouraged to take over the employment of the young person when they feel ready to do so. Once the young person is working with the employer they will commence the Apprenticeship programme</p>

	<p>which is funded through Learning and Skills Council.</p> <p>From the employers perspective the programme would address the following:</p> <ul style="list-style-type: none"> • Concerns with regard to employing young people in this age group by providing the opportunity to assess the young person through an 8 week trial period. • Worries with regard to meeting employment legislation requirements especially for those recruiting for the first time by the young person being employed by the Chamber until the employer has confidence in them. • Unease with the regard to a financial commitment by allowing the employer to trial the young person for 'free' and then take over payment of the £95 per week wage when they are ready. • Unease about what to do if there are problems with the young person by providing a Training Adviser who would visit on a regular basis to discuss progress and be at the end of a telephone call if anything that requires immediate attention arose.
Budget	Total cost £321,000 over two years NWCCRP Grant - £141,000
Spatial Targeting	There will be a requirement to focus activity in the NWCCRP target wards / SOAs for St Helens, with a particular emphasis on those with higher levels of worklessness.
Target/Outputs	<p>Targets: Number of young people (NEET) people engaged: 190</p> <p>Outputs: 2. People helped to secure employment, education or training - 61 3. People assisted in their skills development - 61</p>

5.16 St Helens – Regenerating Rural Coalfield Areas of St Helens

Objective 3	St Helens – Regenerating Rural Coalfield Areas of St Helens
Activity rationale and description of potential delivery methods	<p>The overall aim is to address one of the key problems facing St Helens and other ex-coalfields areas: transforming perceptions both internal and transforming the physical legacy.</p> <p>The aim of this activity is threefold:</p> <p>1) to provide a more attractive location for investment and</p>

	<p>enterprise by improving the physical appearance and improving the amenities of the coalfields areas. This activity will support the development of a major 350ha outdoor recreation centre in the St Helens coalfields areas.</p> <p>2) to boost the visitor economy which will have a knock on effect on employment opportunities for coalfields residents.</p> <p>3) to directly provide opportunities to local residents to gain employment, training and education by using social enterprise, community engagement and Intermediate Labour Markets as delivery vehicles.</p> <p>We envisage that this will be delivered by using some or all of the following delivery methods:</p> <ul style="list-style-type: none"> • Deliver a land management-focused Intermediate Labour Market programme. This will help unemployed Coalfields residents gain qualifications and employment at the same time as delivering environmental improvements to an ex-Coalfields site (Colliers Moss). Reclamation work will include planting, woodland thinning, bridge building. Beneficiaries should receive on-site and off-site training, and be expected to gain NVQ level 2 in conservation. • Capitalise on a major success of NWCCRP Phase 1 – i.e. the Big Art installation on Sutton Manor – by delivering a programme of public art combined with a community engagement programme which will provide engagement, training and employment opportunities for local coalfields residents, while raising the attractiveness of the area to residents, visitors and investors.
Budget	Total cost £162000 over 3 years NWCCRP Grant - £66,000
Spatial Targeting	There will be a requirement to focus activity and specifically targets within the NWCCRP target wards / SOAs for St Helens, although some activity will inevitably be borough-wide due to its nature.
Target/Outputs	<p>NWDA Targets:</p> <p>2. People helped to secure employment, education or training – 19</p> <p>5. Businesses assisted - 4</p> <p>7. Brownfield Land reclaimed, redeveloped or regenerated -</p> <p>10. Number of visitors attracted -</p>

5.17 Enterprise Ambassadors - Enterprise Coaching (Wigan)

Activity Objectives 3	Enterprise Ambassadors - Enterprise Coaching (Wigan)
Activity rationale and description of potential delivery methods	<p>The aims of the activity are to raise overall enterprise and create an enterprise culture in deprived coalfield communities by targeting individuals with the potential to start a business by providing hands on help to develop their confidence, motivation, skills and success in accessing mainstream business support.</p> <p>Levels of enterprise are significantly lower than average amongst BME communities, women, disabled, young people and white males and generally amongst residents of deprived areas.</p> <p>Particular barriers to business creation faced within certain groups and deprived areas that will be addressed are</p> <ul style="list-style-type: none"> • Low entrepreneurial culture • Lack of awareness and trust of business support services • Lack of knowledge about how low skills can be addressed • Lack of confidence and motivation <p>The activity will be delivered as a one to one service for those with an interest and potential to develop a career in enterprise, through self employment or starting a small business, stimulating interest and take up from residents within the coalfield communities of Wigan who would not otherwise get involved in enterprise. Targeted outreach work will involve talks, visits and presentations in local community and neighbourhood centre's including other local venues, engaging individuals and providing basic information regarding who is eligible for support and what support can be offered.</p> <p>The coach and client relationship will be centred on the individual needs of the client and will vary from individual to individual, involving counselling and coaching to identify the potential of the client progressing into enterprise. The coach will uncover barriers that may have prevented progression and work through the options on how to proceed.</p> <p>There will be a referral system in place that will engage clients with the mainstream deliverers of intensive start up support, Business Link and Job Centre Plus. The activity will not, duplicate the services of Business Link or other</p>

	<p>BSSP products.</p> <p>A network of coaching resource will be developed including local businesses and volunteers to give clients an insight to local trading conditions and practical advice on how they have accessed business support to grow their businesses, including mentoring.</p> <p>A coach will include Business Link, Job Centre Plus and other official bodies and agencies within their network and foster good relationships to ensure easy referral and progression routes for clients.</p> <p>Basing employment and enterprise support activities at established community venues and 'piggy backing' on events run by locally based organisations that are trusted by the community and easily accessible.</p> <p>Targeted pre-pre-start enterprise and employment awareness events and activity in the targeted coalfield communities of Wigan including:</p> <ul style="list-style-type: none"> • Establishing a working base in community venues, in particular those providing services for specific target groups, to enable these communities to both engage and access relevant support. • Pre-pre-start employment and enterprise workshops and training delivered from established community venues and awareness events aimed at specific target groups eg women, young people, white males, BME communities, eg new migrants and refugees. • Development of employment initiatives with local employers, in response to specific opportunities eg pre-recruitment work. 						
Budget	<p>£250k over the duration of the North West Coalfield Communities Regeneration Programme</p> <table border="0" style="width: 100%;"> <tr> <td style="width: 70%;">Coalfield grant year 1</td> <td style="text-align: right;">£50,000</td> </tr> <tr> <td>Coalfield grant year 2</td> <td style="text-align: right;">£100,000</td> </tr> <tr> <td>Coalfield grant year 3</td> <td style="text-align: right;">£100,000</td> </tr> </table> <p>Match Funding £250,000 ERDF / WNF if possible</p>	Coalfield grant year 1	£50,000	Coalfield grant year 2	£100,000	Coalfield grant year 3	£100,000
Coalfield grant year 1	£50,000						
Coalfield grant year 2	£100,000						
Coalfield grant year 3	£100,000						
Spatial Targeting	<p>Activity will be focused in the NWCCRP target wards / SOAs for Wigan</p>						
Target/Outputs	<p>Targets:</p> <ul style="list-style-type: none"> • Individuals receiving support, advice and guidance = 100 • Individuals receiving job retention support= 40 						

	<ul style="list-style-type: none"> • Pre-pre-business start capacity building sessions= 12 • Liaison with employers to open up opportunities for employment and their sustainability and help with any wage subsidy to assist job referrals = 8 <p>Outputs:</p> <ul style="list-style-type: none"> • people helped to secure employment, education or training = 100 • people assisted in their skills development = 50 • Individuals with raised enterprise awareness and aspirations and referred to mainstream enterprise and business support = 50
--	---

5.18 Enterprise networks/sector development (Wigan)

The development of key sectors with growth potential is central to sustainable economic growth of the local economy. Prevalence of numerous companies in specific sectors gives an indication of the specialisation in the local economy and its competitive advantage. Furthermore this allows for interaction, collaborations and knowledge transfer amongst business within a sector. The benefits of sector development to businesses and the wider economy are in increased capacity for innovation and productivity growth, and in stimulating new businesses and activities. There are also supply chain development opportunities.

Recommendation: That a support programme based on the outline specification below is developed and openly commissioned. Funding opportunities to be explored, in particular ERDF.

Objective 5	Enterprise networks/sector development
Brief Activity/area of work description	<p>Key Sectors:</p> <ul style="list-style-type: none"> • Creative Digital New Media • Food and drink • Engineering and manufacturing • ICT/Digital • Environmental Technology • Logistics • Construction • Retail

- Sport & Leisure

The aim of this commission will be to facilitate the development of key sectors through the NW Regional Cluster Organisations and Wigan sector forums already set-up (i.e. Food, Engineering and Construction) and by setting up new sector forums for creative industries and technology. The focus will be on:

- **Supply Chain development** – supporting businesses to make links to develop and promote local sector supply chain networks.
- **Helping to facilitate informal links** – Social and informal networking opportunities can be a mechanism by which new business ideas can come to fruition. The project, through the sector forums will provide sector leaders with the chance to share best practice and develop personal relationships with colleagues
- **Investigating and facilitating opportunities for joint tendering** – drawing upon others with complementary skills to bid for larger pieces of work for which each of the individual firms would have been unable to compete.
- **Investigating and facilitating opportunities for taking advantage of economies of scale** – For example joint purchasing arrangements for raw materials / specific services or joint marketing.
- **Facilitating the development of sectoral workforce development** – Through undertaken a sectoral skills audit, workforce skills issues will be highlighted and companies encouraged to link up with FE providers to develop appropriate training solutions.
- **Helping progress sector specific initiatives** – there will be specific issues of concern to particular to certain sectors; the project will assist in lobbying for resources or raising issues with official bodies.
- **Facilitate access to finance and business support** – Assist new companies access venture capital and other forms of finance and relevant business support and information.

The commission will follow the development process set out below:

- **Setting up of new sector forums** – Working with any established business groups and business support agencies to develop forums for the creative industries and technology sectors.

	<ul style="list-style-type: none"> • Strengthening existing forums – If necessary the intervention will examine ways in which the existing Food, Engineering and Construction sector forums can be strengthened e.g. through establishing a wider membership base, identification of a sector champion • Development of sector specific action plans - Working with the existing and newly developed sector forums, the intervention will develop a sector specific action plans focusing on: networking, joint procurement and purchasing, sector specific initiatives and business support and finance. • Capacity building – Identifying, delivering or brokering training needs to forum members in order to progress the objectives set out in the respective sector action plans. 				
Budget	<p>£125k over the duration of the North West Coalfield Communities Regeneration Programme</p> <table> <tr> <td>Coalfield grant year 1</td> <td>£50,000</td> </tr> <tr> <td>Coalfield grant year 2</td> <td>£75,000</td> </tr> </table> <p>Match Funding £125,000 WNF</p>	Coalfield grant year 1	£50,000	Coalfield grant year 2	£75,000
Coalfield grant year 1	£50,000				
Coalfield grant year 2	£75,000				
Spatial Targeting	Activity will be focused in the NWCCRP target wards / SOAs for Wigan				
Targets/outputs	Outputs are currently being discussed.				

5.19 Access to Finance (Wigan)

- **Introduction**

During the current economic climate it is becoming increasingly difficult for new business start ups to access finance. Wigan Council is proposing a business start up grant scheme to help elevate this problem and help businesses with a total grant up to £3,000 of which £1,500 will be supported through the NWCCRP. The activity will be routed through the Intensive Start-up Service, a programme jointly funded between the NWDA and Wigan's WNF money. The activity will be matched with Wigan Council's Working Neighbourhoods fund and will have a target of 50 businesses supported over a 2 year period.

Objective 5

NWCCRP Grant: £75,000

Match Funding WNF: £75,000

- **Recommendation**

That an allocation of NWCCRP Phase 2 funding be made available for a business start ups grants scheme and a joint open commission to take place with WNF.

5.20 Greenheart Regional Park Volunteering and Training Programme (Wigan)

Objective 2	Greenheart Regional Park Volunteering and Training Programme
Activity rationale and description of potential delivery methods	<p>The programme has a number of key aims:</p> <ul style="list-style-type: none"> • A key objective for Greenheart as stated in the Vision is to provide economic benefits to the local communities living in the borough. This activity would therefore involve the development and realisation of a comprehensive approach to an environmentally focused training and volunteering programme across the whole of the Regional Park, an area of approximately 20km² in size. • Ensure volunteers are provided with comprehensive skills and training to assist them into employment. Volunteers will be given formal qualifications and training opportunities that are relevant to the job market. Key training would focus on transferrable skill including the use of machinery such as brush cutters, application of pesticides and first aid training – appropriate for a wide number of environmentally focused roles. <p>This programme would provide each volunteer with a selection of training that would best prepare them for their preferred area of work and enable them to do a more meaningful job whilst volunteering. The land managers would also benefit from a more versatile, able volunteer network.</p> <p>The wider social and personal skills critical to accessing the job market will be as important as this formal training.</p> <p>The programme will also guide volunteers into the Skills Shop in Leigh and Wigan, thereby helping them to access employment opportunities.</p> <ul style="list-style-type: none"> • Greenheart also seeks to improve the local countryside in order to increase use by local people, attract visitors to the borough and help to significantly enhance the image of Wigan. Existing volunteer groups can play a key role maintaining Greenheart sites, particularly given the limited revenue resources available. This programme will therefore help to ensure Greenheart consists of quality sites through delivering clearly defined activities that address the primary needs of each individual Greenheart site. <p>The programme will work closely with other volunteer networks to bridge any gaps – whether a shortage of</p>

volunteers or a lack of capital to for volunteers to undertake work. The project will have access to a capital funding source for undertaking specified environmental work on key Greenheart sites as outlined below.

The benefits of this programme:

- More efficient approach to the delivery of environmental focused volunteering in the borough. Through linking into the new Volunteer Programme being commissioned through Economic Regeneration Office the programme will give a clear point of contact for all potential volunteers with an interest in environmental volunteering opportunities. Currently, whilst a number of good environmental volunteering opportunities do exist, these are not co-ordinated, are fragmented in delivery and frequently lack capital funding to undertake the projects.
- Through linking formally into the Greenheart Partnership, volunteers would work to deliver priority projects and maintenance on Greenheart sites, as identified and directed by the programme.
- Support the marketing and promotion of Greenheart across the borough and as a result deliver the wider benefits of Greenheart including; health benefits for volunteers and the wider community, enhance the image of the borough, breaking barriers between communities and ensuring enhanced access to employment areas through improved sustainable transport links.
- A key aspect of Greenheart is to significantly increase the number of regional and national visitors to Wigan through providing a strong visitor offer. This programme will support this ambition therefore having a positive impact on the local economy in the borough.

Providing volunteers with a wide range of skills will be critical to increasing their potential to access the job market, and will include:

- Habitat Work: improving and maintaining natural habitat which ranges between sites but would consist primarily of reedbeds, woodland, grassland;
- Construction work: Fence building, constructing and maintaining paths, construction of bird hides;
- Monitoring and surveying techniques;
- Potential for wider skills e.g. press releases and publicity

	material, administration support, supporting friends of groups, supporting the development of funding bids.
Budget	Total NWCCRP budget £300,000
Spatial Targeting	The focus of activity will be engaging with those residents who live in areas of high deprivation, many of which live in the areas immediately surrounding the open space and countryside in which the investment, improvement and maintenance work is scheduled to take place.
Target/Outputs	NWDA Targets: 2. People helped to secure employment, education or training – 20 5. Businesses assisted - 4 7. Brownfield Land reclaimed, redeveloped or regenerated - 10. Number of visitors attracted -

5.21 Vocational training/qualifications (Wigan)

- **Introduction**

There is little or no mainstream funding for vocational training and qualifications. There is the opportunity to provide a comprehensive range of vocational training and qualifications linked to growth/key sectors.

Objective 2

NWCCRP Grant: £129,588

- **Recommendation**

That an allocation of NWCCRP Phase 2 funding be made available to purchase vocational training and qualifications for clients who are accessing support through the IAG team and Skills Shops.

5.22 Basic Skills (Wigan)

- **Introduction**

It is apparent that Train to Gain will provide the framework for addressing the adult skills issues. However, it must be recognised that many people in coalfield communities do not have the entry level skills and qualifications to enable them to participate in NVQ Level 2, 3 and 4 provision, or even apprenticeships. There is mainstream funding for basic skills provision and also for some of the “softer” confidence building courses. However, it is generally recognised that such funding for basic skills and confidence building is under funded.

Objective 2

NWCCRP Grant: £129,588

- **Recommendation**

That additional basic skills and ‘confidence building’ training is commissioned. This will be an open commission to all organisations who are active in coalfield

communities and who are able to deliver this training. It is recognised that there are many specialist groups who understand their particular client group well and who therefore are best placed to deliver this intervention

5.23 Level 2/3 Qualifications (Wigan)

- **Introduction**

There is mainstream funding through the LSC to provide this service. The key issue in coalfield communities is support to individuals to enable them to reach a stage where they can then access level 2 and 3 training/qualifications.

- **Recommendation**

That no NWCCRP Phase 2 funding be allocated at present to this area of work. However, numbers of people accessing level 2/3 training needs to be collected via the skills shops and IAG services to identify and issues or gaps. This area of activity will be reviewed after 6 months, informed by the Adult Skills Strategy which is currently in development in conjunction with the LSC.

5.24 Apprenticeships/ILM Activity (Wigan)

- **Introduction**

There are a number of existing and proposed developments in coalfield communities which will increase the demand for employment in the construction sector and related sectors. These sectors offer significant opportunity for employment but an appropriate training programme needs to be developed which can up-skill local people to enable them to access these opportunities. Provision of a 'bridge to work' will help people move back into permanent employment by providing them with new skills through job training, delivery of formal training and work experience. It will seek to plug the demand for jobs by up skilling people in order to prepare them for employment within semi-skilled construction and related professions.

Development work is already underway linked to the work planned at Bickershaw Colliery and linked to the National Skills Academy for Construction. This will focus on the skills required for the new sustainable construction agenda.

Objective 4

NWCCRP Grant: £129,587

- **Recommendation**

That an Apprenticeship/Intermediate Labour Market programme is commissioned which will build on the best practice being developed at Bickershaw, with a focus on sustainable construction skills. Activity will need to link to the mainstream Train to Gain programme which will be the delivery vehicle for apprenticeships in the future.

4. SPATIAL TARGETS

The NWDA targets include spatial focus on the most deprived areas.

5. DELIVERY OPTIONS

Please refer to the Delivery Strategy and Commissioning Framework for detailed information on this section.