

What Makes Wigan Work Conference

23 May 2008 – JJB Stadium

Feedback from Workshops

Table 1 - Facilitator: Sian Jay

How can we engage better with deprived communities to increase participation in the return to work programmes?

- “Fear Factor
- Need to address feelings of vulnerability
- Engage with people “where they are” i.e. go to them at a local level
- Agencies need to be relaxed and non-judgemental
- Earn the right to ask questions
- Respect social well-being
- Practical issues include form filling, child care, transport and language
- Less bureaucracy
- Cultivate emotional well-being

People are fearful of making changes; think they’re going to be forced to do something they won’t be able to do.

- Need to understand their vulnerability, they’re afraid they’ll ‘show themselves up’ in front of men (or women) in suits
- Perceived huge gap in knowledge between participants and programme deliverers
- Focus on what people can do rather than skills gaps, build confidence
- Cultivate what interests them, not us
- Help people articulate who they are.

Get rid of bureaucracy and institutional bias

- Recruitment criteria are often too strict, don’t take account of real life skills and experience – lobby employers (start with Council and PCT)
- Help needed with form filling and other basic life skills that haven’t been taught elsewhere (family life, school)

Build trust

- Earn the right to ask questions
- Work with communities leaders to understand the dynamics of communities

- Simply offer conversation to start with
- No hint of judgement
- Leave decisions about what to do until relationships have been built
- Take a personalised approach

Practical barriers

- Childcare
- Transport
- Literacy and numeracy
- Communication needs e.g. language, hearing and sight impairment
- Use community based resources wherever possible to overcome these barriers

How can social enterprise contribute to reducing worklessness?

- Use people's interests and skills
- Share skills
- Recognise and work with local skills and build on
- Risk taking – be prepared to fail
- Use it to regenerate communities, recycle benefits locally
- Identify and reflect a community identity
- Use as an opportunity to share skills and knowledge
- Call it creating your own job
- Identify what people are interested in, what they can do well
- Be prepared to take risks, less bureaucracy (even though this has consequences), be prepared to fail

What can we do to prevent people becoming workless?

- School preparation for work
- Work with employers e.g. work trials
- Break generational cycle – persist
- Transferable skills
- Build trust between adults and children
 - Young people rarely, if ever, presented in a positive light. If they're not valued why would they value making a positive contribution to society?
 - Address negative influence of the media, don't let them hide behind 'it's what you want to read'
 - Work with whole families to address generational problems, address a lack of life disciplines that had little or no opportunity to learn growing up

- Address the poor reputation some schools have, stigmatises children, they live up to reputation
- Rebuild the 'natural' intergenerational links, children have always responded well to grandparents, more objectivity than parents?
- Take career development seriously at school
 - Not just about what study or professional development, what job? Teach life skills like form filling, talking to people (more basic than interview skills), have to teach interaction with others as just not happening for everyone as a matter of course
 - Promote vocational subjects properly, not just for those who 'can't' do academic
 - Encourage young people to talk about where they see themselves in the future
 - Encourage them to ask for help
 - Reconnect education as the route into employment
 - Connect career to self esteem, provide opportunities to appreciate how great making a contribution makes you feel
- Monitoring the local economy
 - Anticipate large scale redundancy, who are the most vulnerable employees, who might fall through the cracks?
 - Work on building partnerships with local businesses, help them understand the business benefits of a social conscience
 - Understand the vulnerability of the middle aged who lose work or lose their purpose as children leave home
- Don't abandon people
 - Identify the crisis points in people's lives and consider the impact this will have on income / work e.g. debt, bereavement, young families
 - Anticipate crisis points and offer proactive support
 - Persist, don't give up on people who make it really difficult to help them
 - Don't generalise or make assumptions, don't think you know people you don't, take time to learn to know them
 - Offer flexible working practices, value the organisational skills and resourcefulness that people demonstrate to survive life

How can we ensure we effectively measure impact, learn lessons and adjust programmes / projects to benefit the worklessness agenda?

- What should we measure?
 - Outcome is the result, outputs measure the effort
 - Outcome – what has changed?
 - Output – what's produced?

- We need to measure and capture inputs – not all these are tangible or easy to measure but these are the things that can really make a difference
- People’s perceptions can be incorrect but are still powerful, need to monitor and address if needed
- We need to have a shared understanding of what constitutes success before we start to avoid missing people’s expectations
- Encouraging honesty
 - Less blame, more risk taking, will allow people to be innovative and be honest about what they’ve learned, understand the vulnerability of officers, may feel the need to hide behind their professionalism
 - Cultivate the art of conversation, listening not just hearing – talk to people in person, body language can say more than words
- Celebrate success
 - Create more opportunities to have fun!
 - Share success and spread credit – develop into a model that can be adapted for all circumstances
 - Encourage decision makers to come and see for themselves
 - Lets have a strong local unified voice and take lobbying opportunities seriously – let’s invite more regional / national figures to come and experience Wigan
- Value 3rd sector properly
 - Recognise the economic contribution of the 3rd sector, value volunteering for its own sake, not just as a route into employment
 - We pay volunteers through benefit, change mind set on this, it can be okay. Must understand the impact on 3rd sector (and therefore Wigan economy) if these volunteers are withdrawn
- Long term funding strategies
 - Reasons for ‘short-termism’ understood but let’s find a solution. Create a community bank that can take advantage of short term opportunities but have a long term strategy.
- What happens next?
 - Need to understand the catalysts for change and focus on these
 - The commissioning process for Working Neighbourhoods needs to be shared and consulted on **before** it becomes operational.

Table 2 - Facilitator: Mark Tilley

How can we engage better with deprived communities to increase participation in the return to work programmes?

- Change people’s perceptions

- Broaden the areas
- Look at what has worked in the past and build on it
- Work with people in the community who want to get involved
- Innovate ways to engage people without stigma
- Get large employers i.e. PCT to go into schools
- Creating job fairs to engage people without stigma
- Audit community buildings
- Aspire to raise expectations
- Audit what exists in the community buildings / groups / safe / accessible / convenient

What work can we do to prevent people from becoming workless?

- Better communication programmes within PCT but major organisations do not know about it
- Get GPs to “think outside the box”
- Clearer terminology for people to understand
- Recognising individual / community’s depression
- Need to distinguish between work and home life (boundaries)
- Work / life balance
- Make education and training more attractive
- Offer apprenticeships
- Better training opportunities supported by Government
- Sport and recreation to develop social skills
- Change in attitudes
- Need more incentive for people to know they are better off in work
- Who will lead and co-ordinate on worklessness?

Table 3 - Facilitator: Christine Bainbridge

How can we engage better with deprived communities to increase participation in return to work programmes?

- How do we define deprived?
- Need long term thinking – mainstream, but review
- Don’t patronise
- Relationship – build this with individual – key
- Informed advice

- Local delivery
- Continuity / follow up support
- Support for support networks e.g. family
- Need to understand complexities of individual circumstances
- Good practice – Surestart / Health trainers
- Has to be their agenda first
- Church / Youth Offending Team Partnership
- Ownership / sense of pride / community
- Important to provide sense of value / worth
- Be innovative to ensure you understand and effectively address issues
- Use broad welcome approach to encourage engagement
- Use community and local based facilities – formal learning venues often a barrier
- Relationship building – key first step, but then need information sharing / route ways beyond this
- Better cross agency working / sharing of info – need to focus on local
- Community activities – can be very effective e.g. community gardens
- Good local intelligence and understanding
- Engagement with no “agenda” not tokenism
- Communication barriers
- Pro active officers
- Consultation – decisions often made already

What work can we do to prevent people becoming workless?

- Better health and safety practice at work
- Education
- Occupational health support to small business
- Bullying – often route of problems – school and workplace
- Effective whistle blowing policies
- Link to exploitation – especially asylum seekers / refugees
- Need to address barriers e.g. asylum seekers difficult to get bank account – financial exploitation
- More effective and flexible support for those wanting to start a business / social enterprise
- Recognise that many working people are carers too – need support
- Understanding / supportive / flexible employers – need to show benefits of this

- Bespoke support
- Need ways to give young people work experience to get on job ladder
- Understand value of volunteering
 - Legislation?
 - change of perceptions
- Does small grants system work against community engagement?
 - Grants can replace efforts of volunteers
 - Disempower
- Low aspirations
- Young people
 - Accountability to peers rather than “society”
 - Lack of life skills to prepare them for work / adult life
- Positive role models
- Acceptance of fate ... no change
- Broader horizons, but respect for culture / heritage
- Better information sharing – place where you can find out
- Community spirit
 - Need investment in community infrastructure
- Break the cycle
- Welcoming community bases
- Need resourced / effective youth outreach
 - Work needs to be valued
- Quality of work important – not just about numbers / targets
- Work ethic is key
- Recognise that often people who are workless are very active – volunteering etc, just not paid
- Looked after children
 - Real issue with access to facilities / wider opportunities to engage

How can we best support the community and voluntary sector to enable them to deliver effective solutions to address worklessness?

- Full cost recovery
 - Voluntary sector is not equal to – cheap cost!
- Co-ordination for voluntary / community sector – need to improve
- Community empowerment – this is more than engagement

- Community / voluntary sector know their area – value this!
- Need to have effective mechanism to link “grass roots” organisations / individuals with policy / strategy

Table 4 - Facilitator: Simon Dale

How can we engage better with local communities to tackle worklessness together?

Discussion:

- All partners seem very keen to take a new look at how they work collaboratively with others – either as service providers (education, training) or as funders who wish to target resources into areas of highest need
- We need to provide systems and structures for organisations and the staff within them to work more closely together at a local / neighbourhood level
- Lack of community infrastructure and shortage of community leaders (outside council) makes it difficult to connect with communities
- Previous focus on short term funding has made it possible to sustain relationships and staff continuity in area of high need – even though these are typically the areas that continue to be priority neighbourhoods and where resources will continue to be focused.
- Our relationships with communities are undermined because we withdraw support when short term funding is removed. This focus on community relationships should be at the heart of all mainstream services and funding – and not something that only happens with short term project funding.
- Public services need to be more “nimble” and not worry about having to be seen to know the answers to local problems.
- Faith sector has a key role to play. It is there for the long term and can connect with local communities.
- Fundamentally if we want to connect with communities to tackle worklessness then – we need to invest in (traditional) rigorous community development.

Ideas and Recommendations

- Facilitate networks for service provider organisations to promote joint working and share ideas
- Invest in our existing community centres – both as focal points for community activity and also as bases for local staff and services to work together – especially in priority neighbourhoods.
- Investment in community centres – needs to be both in bricks / mortar and the staff to support communities and joint working.
- Future funding / commissioning need to be on the basis of long term partnerships and not just service contracts and time limited SLA's
- We need difference contracts with local provider organisations

- Commissioning should not be simply about contracting for time limited services – it needs to specify that agencies and organisations will commit to long term relationships with an area.
- If we are to focus more on local communities and expect others to join us then we need to help them with route maps to guide them to the right people and networks / buildings. This kind of information and support function seems vital to avoid overlap.
- We need to communicate our values to people who are going to work with us in communities.

How can we prevent people from becoming workless?

- Important to consider good practice in other parts of the region
- Focus on the recruitment process
 - advertising / promotion (access to information and support to individuals)
 - Application process – forms / language / format and approach
 - Short listing
 - Interview arrangements
- All these elements need to be carefully managed if we are going to enable people to get first foot on the employment / activity ladder
- Advocacy and personal support is critical in this process
 - Do we need to provide mentors for individuals?
- How can we prevent people becoming workless?
- Support for business and SME's is vital – needs to include awareness of economic downturn and impact of recession on their approach to recruitment (and risk taking).
- Providing mentoring support for local people that are taken from the LT workless into job – in place of work via support for employers
- Identification of young people who are likely to become NEET
- Need to consider needs in holistic way – home, health, school curriculum and other opportunities.

Ideas

- Prevention
 - If we are going to invest in communities then do we need to establish steering groups in each locality that can support a longer term preventative approach?
 - This could be part of the Township and PACT approach, but Council needs to relinquish some of its apparent power and control.
- Books
 - Providing books to all children free of charge – perhaps with celebrity endorsement

- Provides strong role models and encourages reading in the home
- Employer link
 - We need a new role that provides the connection to local businesses and brokers their approach to local recruitment with incentives and other support
- Graduate retention
 - Need to promote graduate trainee schemes in all sectors
 - This could / should be underpinned with other work experience programmes for graduates – including unpaid options (as this would be better than nothing for some people)
- Develop our own local knowledge economy
 - Need to look at new systems for sharing skills and expertise between local businesses
- Local skills – getting people job ready
 - Can we look again at running in workshops in community venues to look at developing skills sets? Focusing on using people’s existing experience and life knowledge – and not just worrying about the needs of potential employers.

Table 5 - Facilitator: Claire Greenwood

What roles can the community and voluntary sectors play in reducing the levels of the worklessness in Wigan?

- Help in being ‘present’ in the community. They (churches, clubs, interest groups) already have relationships
- Local implementers need to be in at FIRST stage of strategy – ownership (not just the usual suspects) – one to one exercise
- Need for specialised enabling of volunteers NOT just about training
- How much innovation will be allowable?
- Importance of starting with what we’ve got NOT throwing all that’s been
- Learn how to do things better forever – not just focus upon immediate targets
- Continuity of relationships, building of trust is important - existing groups
- Importance of working top / bottom and middle
- Employment opportunities as well as improving employability
- £5m is not enough to ‘sort’ out these issues – must ‘bend’ mainstream
- ‘Better’ access can generate more problems for individuals – less help available.
- No ‘one size fits all solution – need flexibility and capacity to pick up on individuals’ initiatives
- An idea:

- Areas (e.g. townships) get ‘permission’ to do permitted work e.g. litter picks, grass cutting – people on benefit
- Still get benefits to a point to get them started.
- Local business support by funding industrial estates generate lots of small-scale opportunities e.g. managing waste, energy
- Government targets of skill level unrealistic for many – some on the required timescales – other at all.
- Locally owned finance initiatives?
- Look at other places things are working and learn

How can we work more effectively in partnership to tackle worklessness?

- Trust
- Understand each other’s agenda
- How flexible can we be?
- Can we share and work together to achieve all agendas?
- Plan / listen then start the journey – not start with strategy
- Solution focused teamwork
- Don’t just hand over money to usual suspects
- Not adding new structures e.g. PACT
- How can you trust people to work together when you could be asking them to lose their jobs for the good of the community!
- Grow your own – keep it local!

How can we best support the community and voluntary sector to enable them to deliver effective solutions to address worklessness?

- Work with local groups, support them to strengthen, understand how they fit with strategy and how they can benefit
- Should council be doing community development or supporting community / voluntary funded services to deliver?
- Make rewards work to provide long-term sustainable solutions
- Work with a wider group, rather than just ticking the community or voluntary sector box!
- Be clear with expectations on time etc – share the workload
- Simplify language don’t talk in ‘strategy speak’
- Find neutral – community gatekeepers support communities to gain strength and control
- May need different solutions for each area – who can gain trust?

- Longer term community development workers rewarded for staying and contributing
- Regardless of the objectives of community groups, they are contributing to worklessness as they are helping sense of community – self esteem (Don't throw out the baby with the bathwater) – can we tell the difference?
- Underemployment of capable people
- Identify ladders of opportunity
 - Volunteer
 - Basic skills
 - Transferable skills
 - Part time
 - Transitional employment
 - Support on the job
- Social enterprise
 - Innovation
 - Help the community to realise that they have skills and that there is a market for those skills!
- Social enterprise AGENTS
 - Support / direction / confidence

Table 6 - Facilitator: Keith Molloy

What roles can the community and voluntary sectors play in reducing levels of worklessness in Wigan?

- Map out what is there already
- Lessons learned / best practice
- Identify 'common' needs
- Identify 'unique' needs
- Accept unique needs will require intensive resources / intervention
- Identify gaps in provision or what is disappearing

What is the role of the business community in reducing worklessness in Wigan?

- What do businesses want?
 - Skills for life
 - Transferable / specific skills
 - Willing to work

- Are existing programmes suitable at a local level?
- 'Create Aspirations'

How can we work more effectively in partnership to tackle worklessness?

- Local authority as direct employer workless target for recruitment
- Local authority to procure local services
- Capacity in vs. to deal with commissioning process
- Shared agenda / strategy
- Shared commitment / trust to partnership
- Provide information for informed decisions / involvement
- Sharing good practice
- The 'compact' integrated into all partnership working
- Recognise the opportunity and communicate it
- Departments and agencies not working in Silos

How can we best support the community and voluntary sector to enable them to deliver effective solutions to address worklessness?

- Elected members as advocates for change
- Localised decisions
- Quicker decisions
- Less bureaucracy

Table 7 - Facilitator: James Noakes

What roles can the community and voluntary sectors play in reducing levels of worklessness in Wigan?

What do we need to do differently to improve on previous regeneration programmes?

The group addressed these questions together as they felt that there was an overlap between them – past (and current) regeneration programmes were ignoring the voluntary / community sector and the third sector as a whole.

Specifically, the third sector can be a stepping stone to work for many people and it is also much more flexible than so-called "traditional" interventions. Volunteers need to gain more recognition and support – the Council for instance contributes little in the way of support for recruitment and development of volunteers. The Council and other organisations such as the PCT need to invest in the CVS and volunteers.

Community and voluntary groups have issues with capacity and this could be alleviated by working more closely with the professional organisations. A sharing of expertise is needed.

However, they also have skills no-one else has and are capable of delivering schemes that no-one else can.

Commissioning and tendering regimes may be difficult for voluntary and some third sector organisations. This is one instance where sharing of skills and expertise would be useful. For instance, voluntary and community groups spend a disproportionate amount of time on searching for funding. This affects their ability to deliver. To emphasise how money is an issue, one group had to purchase a shirt and tie from their tea kitty to help a young man go for a job interview.

Long term funding is an issue. Previous regeneration schemes have been short-term in nature (even 3 to 5 years is relatively short-term). Local authorities plan long term elsewhere such as long term PFI schemes (25 years plus) for instance but expect quick results from a couple of years funding for a project. There needs to be a transition from grant culture to contract culture. This is a challenge for both sides.

Once funding is found and projects are delivered there is a problem with mainstreaming activity and Wigan is losing skills and excellent projects because of this. More needs to be done on long-term planning and closer working. The sector also has the ability to draw in more funding that is not open to the statutory organisations so closer working and sharing of knowledge is crucial.

Delivery of project needs to be closer to the communities and people they are aimed at – the community and voluntary sector is very good at this due to its flexibility and quick reactions. Often the community and voluntary groups will be ahead of the game in addressing an issue because they are so close to the communities they work with. They also have the trust of local people and their service users.

Such groups are also willing to “take a chance” on more problematic people or people with specific challenges that would otherwise be left behind in a one-size-fits-all approach. It comes back to the stepping stone issue. For instance, someone who can find it difficult to read or write can find a place with a community or voluntary group where they can learn skills at their own pace (though some positions and some organisations cannot provide this flexibility for obvious reasons).

Consultation needs to improve in future regeneration. It was noted that in the worklessness strategy, the page on community and voluntary sector was blank!

There is little recognition of the skills volunteers have – a lot of them are people who have had successful careers beforehand and to not utilise their skills and knowledge would be a waste.

It should be recognised that some third sector organisations are big employers in the borough in their own right.

More robust planning and exit strategies are needed so that partners know where they stand.

We should ensure that clauses are built into contracts that request a commitment to employ / train local people or long-term workless on projects. E.g. council property refurbishments should have young people training on them.

Some participants felt that absenteeism in the public sector should be treated as worklessness too and work needs to be done to address this.

Overall, it is disappointing that the failures of years ago still appear to be with us. There is a distrust between community / voluntary sector organisations and the Council (in particular, but this could be representative of the whole statutory sector). The efforts put into "cosying" up to the commercial sector need to be replicated with the third sector because ultimately they will deliver on the hard-to-reach, difficult-to-deal-with workless and be the necessary stepping stone.

The sector wants recognition of its flexibility, reaction times, professionalism, ability to engage, closeness to the community and ability to work with key groups. It needs commitment in order to give that commitment back. It needs clear channels of communication and it needs time. These are all issues that previous regeneration schemes have ignored. There is little surprise, considering what has gone before, that the situation is as it is.

How can we work more effectively in partnership to tackle worklessness?

How can we ensure we build in flexibility to enable us to ensure individuals' needs are tackled effectively?

Again, the questions were dealt with as one. Working together effectively would require flexibility.

Many comments echoed the earlier session that recognition of the community and voluntary sector was needed in order to improve partnership working. Many community and voluntary sector groups were not viewed as equal partners when they needed to be, which damages the relationship.

Resources should be shared more readily and more widely – such as use of council buildings or facilities. Also, skills need to be shared – could we have a skills database of the Borough?

Consultation needs to be meaningful – not “expert driven” even if the responses do not always chime with what the “experts” say. It needs to start at the correct time – at the formulation of questions not asking to consider the end options.

Commissioning needs to be more creative with third sector.

Transparency is key to ensuring partnerships are robust, as is communication.

There should be inter-agency working so that people get a feel for what others do and can respect boundaries and capabilities. It may also help reduce the assumptions that are made which are often wrong. Shadowing needs to be improved – too much of it is to simply tick a box on a form.

Peer mentoring between groups of people is a good idea e.g. people with / without disabilities; young and old people etc. This will help people realise the constraints and problems others have and enable them to deliver better services.

Young people need investment from an early age as they may be the workless of tomorrow. Get them motivated from early on and improve their ability to learn are crucial issues.

More apprenticeships are needed for those under 21 who have low skill levels.

Job Centres do not assist people in finding appropriate work. They are more concerned with statistics than the people and so find inappropriate work or opportunities, which makes the workless problem worse. As such, there is widespread belief that the actual figures do not represent the scale of the problem.

The whole benefits system needs changing as some people choose to go on Incapacity Benefit rather than JSA as they feel "better off". Likewise, housing benefit is an issue that affects people's choice of working or not. We should accept that people need money to live – the money paid on JSA is lousy.

POPP was a good example of partnership working. It was focused on the user; there was limited tension between organisations because of this and the fact that everyone knew each other's roles and abilities. It was not competitive as they were not all chasing one pot of cash – it was more than just a good business case. Teamwork was the key.

To improve flexibility we need to recognise changes will not happen overnight. There is a poverty of ambition as well as money that needs to be overcome. People need to be spoken to on their level – not the level the experts feel they should be speaking at. We need realism.

Table 8 - Facilitator: Taryn Pearson

What do we need to do differently to improve on previous regeneration programmes?

- Previous programmes – restrictive e.g. not enough numbers in one programme so people pushed on to wrong thing
- Finance – to support / bridge gap
- Small business set up / benefit – work e.g. discounted business rate in first few years.
- Encourage premises owners to reduce rate
- Promote
 - What has been done
 - Good practice
 - Lessons learned
- Lots of duplication in system – work smarter
- Experts get on with what good at
- Programmes complement each other
- PCness – get end (?) of political correctness
- Voluntary / community – important sign post / engaging
- Volunteers – roles engage communities / get into work
- Treat people as individuals

- Employers – acknowledge role in worklessness ‘win win’
- Support – links between organisations understand who leads
- Work experience / placements / careers etc.
- Huge barriers to employment by employers – regarding skills
- Careers advice – young people and adults
- Better to spend time with applicants than just judge on written applications that don’t demonstrate full skills
- Procurement – insist that people who get contracts use local people
- Promote Wigan as a place people want to stay
- Who is accountable for worklessness – identify links between organisations / geographical areas
- Work experience / programme – real opportunity
- Would like opportunity to catch young people’s aspirations – qualification to get a career.
- Make sure it is a good experience

What roles can the community and voluntary sector play in reducing the levels of worklessness in Wigan?

- So important in engaging / signposting
- Army volunteers – how to maximise potential
- Are best at engaging and delivering on own community
- Skills and experience to become employed if wish
- People trust community / voluntary organisations
- Language barriers – specific needs to be targeted
- Culture – accessing facilities (won’t cross road to access facility in heart of community)
- Capacity building – supporting voluntary / community organisations so best represent individuals / communities
- Voluntary / community – good at advocacy representing people as individuals – their particular needs
- Employers
 - Apprenticeships mentoring / volunteering
 - Acknowledge employers have a responsibility ‘win win’ situation
 - What infrastructure / support to support employers
 - Links with colleges / education train
 - Support reviewing basic qualifications for jobs – open up more accessible

How can we work more effectively in partnership to tackle worklessness?

- Who / strengths / communication – value and trust, sign up and late compromise (?)
- Who are the key partners? – clear on roles / responsibilities, agree what achievements
- Funding mechanism – commissioning / co-ordinate
- Employers pledge – need to be clear on infrastructure
- Quality control
- Common goal
 - Some sacrifice
 - Compromise people
 - Organisations sign up to aims and objectives
- Partners understanding other roles
 - Most effective for individual
 - Chasing same individual
- Well thought through communication
 - What role is
- Trust and understanding (difficult when chasing same pot of money)
- Acknowledge strengths that bring to table, how can work together
- Transparency
 - Why and how decisions made
- Exit strategy
 - Sustainability
 - Only three years
- Mainstream
 - Key

How can we ensure we build in flexibility to enable us to ensure individuals' needs are tackled effectively?

- Pathway
 - reflects a range of needs provision
 - Develop according to ability
 - Could be different for each person
 - Same beginning, same end – flexible how reach

- Need provision that reflects range of barriers – childcare (cheap availability), mental health, ESOL
- Flexible finance benefits financing gap
- Provide choice – recognise individual interests
- Minimum wage
- Mentoring / support when start employment
- Facilitate training – employers
- Take on people who respond best
- Job trials
- Clothes for interviews / bus fare / child care
- Short term
 - quick wins
 - feel good
- Longer term
 - Hardest to help
 - Smaller outcomes
 - Need to tackle both
 - Have realistic view on what able to achieve
- Training linked to jobs
 - Don't raise expectations and not deliver
- Strategy for locality and progression upwards need to provide level 1 in locality, but encourage people to be mobile to access next steps
- Recognise that training should consider wider implications of actions
- Provision reflects skills gaps
 - What are skills employers want / value?
- BME transfer skills and experience to UK market have it recognised

Table 9 - Facilitator: Miranda Allen

How can it contribute to reducing worklessness?

- Giving local skills development
- Local community benefits / builds esteem creates momentum
- Local 'employment'
- Allows volunteering
- Step by step levels of work (confidence)
- Can apply within benefits laws

- Specialised employment
- Individual support / benefits
- Allows flexibility
- Start up information for communities
- Ongoing support which is structured / recognised
- Allows / caters for expansion
- Makes use of existing resources

What do we need to do to improve on previous regeneration programmes?

- Understanding the 'problem' – need
- Better clearer plans / targets
- Proper appropriate consultation methods (that mean something to the community)
- Understanding what has worked and what has not
- Concentrated on spending money within unrealistic / unnecessary timescales
- Public sector to use grant streams to innovate and evolve services
- Better communication (locally / strategically)
- Better linking of projects
- Community driven work
- Local work champions

How can we effectively measure impact / learn / evolve projects to benefit worklessness agenda?

- Gear workforce training now towards future known employment opportunities = smart planning e.g. Chinamex
- Linking projects together
- All projects fit within a pathway of preparing people for work
- Locally derived projects mapped across where suitable
- Existing project evaluation (proper) – globally
- Link services together – KP, Job Centre Plus, Community
- Local ownership
- Empowered leadership

How can we build in flexibility to ensure individuals' needs are met?

- Package of measures to choose from? Incentives?
- Menu

- Skills analysis
- Identify common barriers to work e.g. transport, homework club, lone parents
- Communicate the “better off in work package” better
- Consult to better understand reasons people may want to return to work
- Understand aspirations and type of work
- Community responsibility for worklessness
- Support / trust so IB recipients help identify reasons why work hard
- Flexible discussion with potential employers
- Work trial

Table 10 - Facilitator: Dave Walker

How can social enterprise contribute to reducing worklessness?

- Benefits community
- Investment necessary
- Harnessing creativity and ideas
- Role model function
- Celebrate local success – ‘ripple effect’ – aspirational
- Incorporate hard-to-reach groups
- Social / environmental objective
- Delivery may need support – advice alone may not be enough, ongoing
- Difficult to navigate through various initiatives – overall structures needed
- Greater awareness and acceptance of moral responsibilities
- Builds self-esteem

What do we need to do to improve on previous regeneration programmes?

- Sustainability – keep momentum going
- How do you measure outcomes?
- Long term investment projects:
 - Make real impact
 - Milestones
 - Consolidation
 - Time to gain experience
- Look outwards for ideas – nationally and internationally
- Target high deprivation or high levels of worklessness

- Private investment
- Is there a barrier to access funding for the Wigan Borough?
- Capacity
 - Infrastructure
 - Social capital
- Representation of local community / community involvement

How can we ensure we effectively measure impact, learn lessons and adjust programmes / projects to benefit the worklessness agenda?

- Impact? – outcome / overall
- Unintended outcomes – “spin offs”
- Tell the story
- How we report
- Case studies use different medias
- Narrative – from baseline
- Qualitative v Quantitative
- Evaluation – who uses it?
- Keep evaluation local – self evaluation
- How do we learn? – good practice
- Apply – build on achievements
- Don’t “reinvent the wheel”
- Capture and celebrate results in different ways

How can we build in flexibility to ensure individuals’ needs are met?

- One to one support costs a lot of time / money
- ‘Share’ clients passion to other partners – training for practitioners to ensure they are aware of bigger picture
- Co-operation rather than competition
- Joint ownership of targets
- Joint partnership accountability
- Broad based programme to capture all issues
- Think out of box – understand your customer (why don’t they turn up for appointment – can they read letter?)
- Resources
- Empathy
- New employment will not offer places for current workless (low skills)

- Educate and support employers to provide training support to move employees up skills escalator (train to gain)
- Mentors
- Continued support for client even weekends / out of hours
- Fit in with their lifestyles
- Education for second / third generation unemployed – there is something better
- Local interview facilities
 - Go to customers in your area
 - People feel safe / comfortable
- Individual support