



“What makes Wigan Work?”

Action Plan

The Worklessness Strategy for Wigan

Version 1.0

19 September 2008

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1 Introduction

The following narrative illustrates the complexity of the issues we need to address in Wigan.

“I just want a job in the mills like my dad and granddad.”

This statement was made recently by a pupil at a school that serves one of our most deprived communities (Hag Fold). The last mill closed in 1980 in Wigan. Of course it would be wrong to stereotype all young people as lacking in ambition and aspiration with this statement, but we believe it is representative within Wigan.

Further illustrations of the culture prevalent in our deprived communities can be seen from the high levels of teenage pregnancy, significantly above comparator averages. Wigan Council commissioned the Salford Centre for Social Work Research to investigate the high rates of teenage pregnancy in the borough. The report concluded that many teenage parents make a conscious lifestyle choice to have a baby. They see having a baby as more of an achievement than gaining a good education.

There is also a cultural legacy from the mining and textile industries in Wigan. Mines and mills were often large employers, also providing social support and infrastructure. Several generations of the same family often worked in the mine or mill, and expected to work there all their lives. This fostered a culture of dependency. As these industries declined they were often replaced with other large employers, but offering low value added jobs. These jobs are vulnerable to market forces. A pertinent example of this is Butts Mill in Leigh in the East of the Borough. When textile operations closed down at this mill in the 1970's it was taken over by Volex PLC who re-employed many of the staff assembling wiring systems for cars. Now this operation is being dramatically reduced as Volex transfers the activity to Eastern Europe.

Many people in deprived communities believe that the only “real” work is with large employers and are reluctant to consider alternatives such as re-training or self employment. As the second generation large employers close down and move out, there is an increasing reliance on the benefits system to provide the alternative to a job for life.

Wigan also suffers from gender stereotyping which is already entrenched within children by the time they are 15 years old. For example, 99.13% of all construction work experience placements in 2005/6 in Wigan were boys. By contrast, 95.56% of work experience placements in Social Care were girls.

On a more positive note, the cultural legacy in Wigan is also typified by close-knit, mutually supportive communities. The people of Wigan are always willing to help each other, and will engage more readily through local contacts. We

propose to build on this characteristic and strength through our delivery mechanisms.

1.1 Worklessness Strategy for Wigan

This Action Plan is an integral part of the Worklessness Strategy for Wigan. The purpose of the strategy will be to define a partnership framework to address the priorities and achieve the objectives defined in the new Local Area Agreement.

The Worklessness Strategy consists of:

- A Strategy Document that defines:
 - The evidence of need
 - The current mainstream provision
 - The current gaps in mainstream provision
 - The overall approach to addressing the priorities identified in the Local Area Agreement (LAA).
- 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 Local Area Agreement for 2008-2011.
- A Commissioning Framework based on the existing the existing framework successfully developed and implemented by the Wigan Economic Partnership.

1.2 Economic Context

Wigan has 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 wards, this difference is more pronounced. Wigan is also characterised at the present time by a number of exciting new developments.

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 the borough.

The Worklessness Strategy, underpinned by resources through Working Neighbourhoods Fund (WNF) 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 previous regeneration programmes. These have provided the building blocks that will enable us to create transformational change in the deprived communities within Wigan.

1.3 Evidence Base - Identified Priorities

The evidence base analysis clearly identifies the priorities for action if levels of worklessness are to be significantly reduced in the Borough to ensure the LAA targets are achieved. These priorities are:

- **Priority 1** – Reduce overall levels of worklessness in the deprived communities.
- **Priority 2** – Reduce the number of people claiming Incapacity Benefit due to mental health issues across the Borough.
- **Priority 3** – Reduce the number of young people (under 25) claiming Incapacity, Job Seekers Allowance, and Lone Parent benefits.

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

2 Local Area Agreement Targets

The focus of Working Neighbourhoods Fund is worklessness, skills and enterprise, and as such a number of the agreed LAA targets would be the focus of activity. These are noted below as Primary Targets.

In addition, it is recognised that a number of other LAA targets would have an indirect link to worklessness, skills and enterprise, and these are noted as Secondary Targets.

The activities detailed in this Action Plan are aimed at achieving both Primary and Secondary Targets; the distinction is made through the indicative allocation of resources to activities, which is detailed within the Commissioning Framework.

2.1 Primary Targets:

- **Priority:** Reduce the level of worklessness
 - **NI 153:** Working age people claiming out of work benefits in the worst performing neighbourhoods
- **Priority:** Increase levels of enterprise and inward investment
 - **NI 171:** VAT registration rate (NB Not measured in year 1)
- **Priority:** Increase skill levels with reference to business need
 - **NI 163:** % of working age population qualified to at least Level 2 or higher
 - **NI 164:** % of working age population qualified to at least Level 3 or higher
- **Priority:** Improving participation and attainment in education, employment and training for 14-19 year olds WNF
 - **NI 117:** % 16 to 18 year olds who are not in education, training or employment (NEET)

2.2 Secondary Targets:

- **Priority:** Increase people’s and community’s perception of control over own lives or where they live
 - **NI 7:** Environment for a Thriving Third Sector
- **Priority:** Narrow the attainment gap between our most disadvantaged communities and the population as a whole WNF

- **NI 102 a:** Achievement gap FSM KS2 Level 4+ (English and Maths)
- **NI 102 b:** Achievement gap FSM KS4 5+ A*-C (including English and Maths) and equivalent

3 Objectives

There are two key objectives which will be critical to success in reducing worklessness:

- Removing the barriers to training and employment
- Increasing entrepreneurial activity and supporting the sustainable growth of business

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.

3.1 Removing the barriers to training and employment

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 Wigan 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 in Wigan can be summarised as:

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

There is a separate piece of work, led by Economic Regeneration Office (ERO) and sponsored by the Learning Skills Council (LSC) to develop an Adult Skills Strategy for the Borough. This strategy will be integrated into the Worklessness Strategy as a fundamental component to address this key barrier.

3.2 Increasing entrepreneurial activity and supporting the sustainable growth of business

Wigan's 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 the Borough’s dependence on large scale employers who are vulnerable to external factors such globalisation, economic recession and climate issues.

Please note: The strategy document provides more information on both these issues and details of the activities which will deliver these two key objectives are provided at Sections 4.2 and 4.3.

In addition, there are two key factors which have been identified as critical to the successful delivery of this Action Plan:

- Effective engagement - of people who are workless and of employers;
- Continuity of support for individuals to ensure continued progress along the path to training and employment.

To achieve this, a number of cross-cutting activities have been developed and these will underpin the activities which will deliver the two key objectives.

4 Key areas of activity

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

- The Worklessness Conference, recently held in Wigan, with attendance and contributions from a diverse range of agencies and individuals;
- The evidence base that underpins worklessness, with a particular focus on the target most disadvantaged areas;
- Evaluation of current activities which have addressed worklessness, especially those undertaken through the Neighbourhood Renewal programme;
- Analysis of current mainstream funded projects and programmes that are currently active in Wigan, to identify gaps in provision.

In addition to referencing the above in identifying the areas of activity, there are some fundamental principles that have defined the overall approach to addressing the key issues. These principles were very eloquently articulated by Bishop Stephen Lowe at the May 2008 Worklessness Conference in Wigan.

"Ten Commandments" - a framework for our working on Worklessness.

- 1) All those who are not working are individuals with their own problems, abilities and disabilities. We must be wary of generalisations and treat each individual as valuable in their own right.
- 2) We must recognise that illiteracy is a major issue within our communities.
- 3) The raising of self esteem is a vital part of the process.
- 4) There must be an assumption that services and training should be delivered to those without work at as local a level as possible.
- 5) The issues of health, particularly mental health, are inextricably related to poverty. Breaking the cycle is very difficult but essential. The significance of depressive illness inhibiting people's ability to engage with work is of major importance and must be addressed.
- 6) We must look at what is already there on the ground rather than unnecessarily producing new organisations to help people with worklessness. We need to look at how voluntary organisations with which they are familiar and in which they have confidence can encourage people back to work.
- 7) This work must be delivered on a partnership basis. The Local Authority will not be able to deliver solutions on their own.

- 8) Whether we like it or not targets/outputs are there and we have to acknowledge their existence and work with them.
- 9) Local neighbourhood planning to deal with these issues is vital. Top down local authority wide initiatives will not work without the confidence and support of local neighbourhoods.
- 10) It is important that we don't believe that we have all the answers and go on meeting together to learn from one another and to discover new possibilities and fresh ideas. We need to monitor progress together annually.

Bishop Stephen Lowe – May 2008

The recommendations against each of the areas of activity below at sections 4.1, 4.2 and 4.3 note whether the activity is likely to be an open commission, a selective commission, a non-procurable activity, or a current Performance Reward Grant (PRG) funded activity that will be continued.

Please note: The Commissioning Framework provides more details on procurement options.

Further development of the specifications, in particular for the areas of activity noted as open commission, will be undertaken by the Worklessness 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 WNF 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 WNF priorities;
- Interim evaluation results;
- Any new identified models of best practice that could be piloted/rolled out in Wigan.

Whilst the Action Plan is structured around a series of discrete activities, it is recognised that organisations may want to deliver programmes which support a

number of areas of activity. There are many links between activities, and inevitably there will be areas of cross over. We will endeavour to commission activities which we know have strong links at the same time. However proposals which support delivery of a number of areas of activity, even though they may have been developed in response to a call for one particular subject area, will be encouraged.

4.1 Cross Cutting Activities

As noted in Section 3, there are two key factors which have been identified as critical to the successful delivery of objectives:

- Effective engagement - of people who are workless and of employers;
- Continuity of support for individuals to ensure continued progress along the path to training and employment.

These principles need to underpin the activities which will deliver the two key objectives, and therefore below are a series of cross cutting activities which will achieve this. These cross cutting activities also provide the context for the delivery of the activities specifically linked to the two objectives.

4.1.1 Community Engagement: Coordination

The Strategy Document demonstrates the current approach to Community Engagement which has evolved over the years, and notes the many disadvantages of this traditional silo approach. For the model proposed in the Strategy Document as the way forward to work effectively, the basic front and back end infrastructure must be in place before any strategic commissioning of provision.

Effective engagement will be crucial to the successful achievement of objectives, and whilst we recognise there is a lot of activity being undertaken by a range of organisations in Wigan, and wider, this activity is not coordinated. In addition, there is no mechanism to ensure the continuity of support for individuals who are engaged with, and to ensure that continued progress is being made.

Recommendation: That a new post be created and funded through Working Neighbourhoods Fund to coordinate community engagement activity, ensure any gaps are filled and prevent duplication of effort. Reduced duplication will lead to more efficient and cost effective delivery. The post will also be responsible for ensuring the development and implementation of an **integrated client management system** which will:

- support the development of individual action plans for clients, with a clear pathway mapped out to training and employment, and;

- enable tracking of individuals along their journey and work with deliverers to ensure individuals are effectively referred on to ensure continued progression.

The Hills Report into social housing documented the link between social housing and worklessness, and the map for Wigan borough clearly indicates a strong correlation between social housing estates and worklessness. Therefore this post would have a strong link to Wigan and Leigh Housing and other social landlords as well as Wigan Council Housing Strategy Team.

The post would be hosted by the Economic Regeneration Office who are taking the lead on Worklessness in Wigan and are independent as they are not delivering interventions directly. The coordinator would need to liaise with GM wide partners to integrate any developments and initiatives coming forward at this level, specifically linked to the City Strategy or the emerging Multi Area Agreement (MAA).

Activity/area of work name:	Community Engagement Coordination
Brief Activity/area of work description	<p>Key elements of the Job Description would be:</p> <ul style="list-style-type: none"> • Map current engagement activity and organisations • Ensure effective coordination • Identify gaps – spatial or conditions • Commission activity to fill gaps. • Develop a mechanism to provide individual pathways for clients to training and employment that coordinates the support activity that each individual needs, ensuring the right intervention at the right time from the most appropriate provider. • Develop a system to track individuals' progress and to make sure progress continues to be made. • Suggest mechanisms to link front line workers (e.g. housing officers, health visitors, health trainers) with referral organisations such as IAG Service, and work with officers to develop any current systems/processes to facilitate engagement of those who are workless. • Support innovative engagement mechanisms, including sports links (e.g. targeting young men) • Liaise with partners at GM/regional/national level to ensure coordination. • Develop, with partners, a resource pack for organisations who are active in supporting people who

	are workless which summarises the support services which are available for individuals.	
Budget	Year 1	£10,000 (salary)
	(Oct08-March09)	£5,000 (working budget)
	Year 2	£ to be confirmed
Spatial Targeting		
There will be a requirement to focus activity in the target communities for Working Neighbourhoods Fund (please see attached map at Appendix 1).		
Targets	<ul style="list-style-type: none"> • Mapping of engagement activity • Integrated client management system developed • Resource pack/website in place 	

4.1.2 Community Engagement: Delivery

The Community Engagement Coordinator will identify gaps in provision, both spatially and by condition. In partnership with stakeholders, they will develop commissions for activities to fill identified gaps.

A number of options have been discussed with stakeholders about how best to commission activities to ensure we have a comprehensive and coordinated approach to engagement, across Wigan. Discussions have recognised the extent to which the third sector will be critical to success; it is acknowledged that there are many organisations that are already skilled and effective in engaging with people who are workless, and who support people to progress through their individual pathway to training and employment, often through the first steps of confidence building and motivation.

We need to ensure that organisations that undertake this work have the opportunity to access funding to support these activities. It is acknowledged that due to the likely scale of these commissions and the capacity of organisations who can deliver, it is appropriate to consider more flexible commission options. Those identified are:

- **Client engagement:** The intervention recognises that the most appropriate approach to addressing the high proportion of IB claimants, and other workless people in Wigan, is to engage with and develop one-to-one relationships with individuals, with referral on to specialist advisers who can tailor an individual support programme to address the clients’ barriers to employment. Engagement will need to foster trust and respect, and it is anticipated that this relationship will be a central component of the integrated client management system that will be developed.

Recommendation: That the Worklessness Working Group develops this proposal further with a view to this being openly commissioned.

- **A “paid for referral” scheme:** This already operates through GPs in Oldham, though the intention in Wigan would be to operate this on a wider basis with more groups. Essentially, organisations would be paid an agreed amount for every person they engage with and then refer on for additional support in line with an agreed pathway for that individual. Whilst it is expected payment would normally be in cash, consideration could be given to payment in kind through purchase of equipment, etc.

A system will need to be developed which ensures that referrals which are made are relevant to the client and not just to generate a payment to the organisation; we need to consider ways to link the payment to some measure of success from the client’s perspective.

The process would link into the integrated client management system which will develop and coordinate an individual pathway to employment for each client.

In addition, partners will explore debt and loss of benefits as barriers to returning to work. Recommendations will be developed further through the worklessness working group.

Recommendation: That a pilot ‘Paid for Referral’ scheme be developed and run for 6 months initially. Identified partners who would need to be involved in further development are Citizens Advice Bureau (CAB), Wigan Independent Advice Centre (WIAC), Job Centre Plus, a GP, and representatives from voluntary sector (suggest Stepping Stones project and Nugent Care). Opportunities for the scheme to enable organisational development through the process will also be scoped.

This will be managed as a pilot by the Community Engagement Coordinator, with a view to openly commissioning a full programme subject to a successful pilot.

- **Small Grants:** This would be achieved through a relatively simple and accessible bidding process, for eligible activities that help to deliver the worklessness strategy and can demonstrate a clear link to achieving priority targets. There would be a cap on the level of grants and, whilst we would seek to minimise administrative burdens, there would be a clear requirement for regular monitoring including progress reports and the achievement of targets.

An additional benefit to these approaches will be the further development of the 3rd Sector in Wigan.

Recommendation: That a Small Grants Scheme be developed, with a clear framework that sets out eligible activities, including a stream specifically to support social enterprise development. Suggest a cap of £5,000 per application, with an initial allocation of £100,000.

This will be openly commissioned to organisations who wish to deliver this.

4.1.3 Coordination of employer engagement

The Strategy Document demonstrates the current approach to Employer Engagement, and notes the many disadvantages of this traditional silo approach. For the model proposed in the Strategy Document as the way forward to work effectively, the basic front and back end infrastructure must be in place before any strategic commissioning of provision.

Recommendation: That a new post be created and funded through Working Neighbourhoods Fund to coordinate employer engagement activity, ensure any gaps are filled and prevent duplication of effort. Reduced duplication will lead to more efficient and cost effective delivery. The post would be hosted by the Economic Regeneration Office.

<p>Activity/area of work name:</p>	<p>Coordination of Employer Engagement</p> <p>Employer Liaison Officer</p>
<p>Brief Activity/area of work description</p>	<p>The Employer Liaison Officer will work on building and developing relationships with key current and would-be employers in the area.</p> <p>They will coordinate activities of organisations in Wigan who are engaging with employers, and establish an engagement network.</p> <p>They will ensure training and skills requirements of employers are identified.</p> <p>They will liaise with the Community Engagement Coordinator/Integrated Client Management System to identify potential candidates to fill vacancies from the client base.</p> <p>They will also ensure coordination and comprehensive provision of post employment support.</p> <p>Key elements of the Job Description would be:</p> <ul style="list-style-type: none"> • To develop working relationships with employers across Wigan, with a particular focus on growth sectors or those with significant presence in the borough • Liaison with partners, including supported employment team, the college employment engagement team and health • Scoping of best practice, e.g. Hughes Brothers • Develop information pack for employers to dispel myths and avoid stigma often associated with some client conditions

	<ul style="list-style-type: none"> • Close and regular working with Local Employment Partnership officer and Community Engagement Coordinator 	
Budget	Year 1	£10,000 (salary)
	(Oct08-March09)	£5,000 (working budget)
	Year 2	£ to be confirmed
Spatial Targeting		
There will be a requirement to focus activity in the target communities for Working Neighbourhoods Fund (please see attached map at Appendix 1).		
Targets/Outputs	<ul style="list-style-type: none"> • Number of employers engaged with • Mapping of employer skill requirements 	

4.1.4 Skills Shop

The award winning Skills Shop approach that was pioneered in Wigan linked to the Grand Arcade development has proven it to be a successful model in maximise the opportunities for local people to access local employment and training opportunities. The Skills Shop approach has been extended now to Leigh, with a focus on the opportunities currently being created at Leigh Sports Village, and at the former Bickershaw Colliery site. The Leigh Skills Shop is operating successfully with support through the current Deprived Area Fund (DAF) programme.

Recommendation: That WNF resources be committed to re-establishing a Skills Shop in Wigan town centre, with sufficient funding to ensure that Wigan Skills Shop runs to 2011. Additional support for Leigh as required ensuring security to 2011. This would be selectively commissioned from Adult Services.

Also provision for satellite/outreach Skills Shop bases in other key centres linked to the target areas of deprivation and/or centred on major developments. Further development of this to confirm priorities is needed as a first stage.

An immediate opportunity is linked to the development of the Bickershaw Colliery site. The Bickershaw Family Employment Initiative (Worklessness, Skills and Health) is a partnership project with funds already committed by the Coalfields Regeneration Trust and English Partnerships.

The recommendation is to align WNF to provide added value. Delivery is through Adult Services.

<p>Activity/area of work name:</p>	<p>Bickershaw Family Employment Initiative (FEI) - Worklessness, Skills and Health</p>
<p>Brief Activity/area of work description</p>	<p>Programme Design</p> <p>It is essential that the FEI programme is strategic and work is integrated to ensure best value for money and the best chance of success. The emphasis will be on worklessness and will support for those contemplating the transition from benefits into work or training and increasing income.</p> <p>It is also recognised that health is a key feature of any provision both in terms of moving people on Incapacity Benefit into employment, access to any condition management process delivered by the PCT and general health advice to residents on key issues like obesity, teen pregnancy, smoking cessation, drug awareness, healthy heart etc.</p> <p>It also provides the base for data collection, programme co-ordination and communication between agencies and local residents about the support being made available, other services and the opportunities for local people.</p> <p>At the heart of the programme will be a team of community employment advisers and support workers delivering employment support and guidance at a ‘grass roots’ level.</p> <p>They will be accessibly based so that travel for individuals is not an issue. They will provide the following menu of support for individuals, the community and employers:</p> <ul style="list-style-type: none"> • Placing residents into Employment • Confidence building/motivational support • Individual support, advice and guidance. • Health awareness and condition management • Information on business start-up. • Discretionary fund to support back to work requirements not funded elsewhere for the client. • Support for training courses and identifying individual training needs • Liaison with Employers to open up opportunities for

	<p>employment and their sustainability and help with any wage subsidy assist job referrals.</p> <ul style="list-style-type: none"> • Outreach support (linking into other agency existing provision) • Aftercare-support for people on training courses and in employment. <p>The programme would target a working population of approximately 10,000-15,000</p> <p>Supporting the worklessness programme will be a number of projects that will address barriers to work, training, volunteering and also projects addressing local issues and identified gaps which may be preventing communities developing towards sustainability.</p> <p>Seconded staff and support in kind from theme specialists (Health Authority, Job Centre plus etc) will also be negotiated to try and expand the financial pot to the clients best advantage, these services will provide essential links, information and resources into statutory provision within the Wigan/Leigh area.</p>	
Budget	Year 1 - 3	Total indicative budget of £525,000 WNF over 3 years, with a total programme value of £1,445,000 (£920,000 total match funding contribution)
Spatial Targeting		
There will be a requirement to focus activity in the target communities for Working Neighbourhoods Fund (please see attached map at Appendix 1).		
Targets/Outputs	<p>330 people into jobs</p> <p>1,020 people assisted into skills development</p> <p>100 achieving NVQ level 2</p> <p>18 new businesses created.</p>	

4.1.5 Evaluation

At the recent worklessness conference evaluation was highlighted by many of the groups as being a critical component of the WNF Action Plan. The point was made that this evaluation needed to be built into the programme at the outset, and that qualitative as well as quantitative data needed to be collected and

analysed to provide a comprehensive picture of performance against the strategy. It was also noted that’s a degree of independence would be important.

Recommendation: That an Evaluation Framework is openly commissioned based on a full Brief which will be informed by the outline specification below.

Activity/area of work name:	Evaluation Framework
<p>Brief Activity/area of work description</p>	<p>Development of an Evaluation Framework to include:</p> <p>For Activities:</p> <ul style="list-style-type: none"> • Value for money – based on standard benchmarks • Performance against outputs/outcomes • Gaps in provision (either functionality, geography, capacity or any combination) • Length remaining of programme • Existing momentum • Whether there is continued need for the area of activity being evaluated? • What has worked well/not well and why? • What are the implications for future design and delivery of the area of activity? • What good practice is there from elsewhere that may inform the future design and delivering of the area of activity? • Are there broader lessons that should be shared with a range of people within the WBP structures and with other partners? <p>The primary objectives of any evaluation should be to:</p> <ol style="list-style-type: none"> 1. Provide robust evidence on the impact of the area of activity (both direct and strategic activities), assessing how they have contributed to key target outcomes that would not otherwise have been achieved; 2. Determining how far the area of activity has achieved its objectives to date and what implications this has for the future conduct of the activity; 3. Identify the lessons from the area of activity for wider

	<p>dissemination and, in particular, the future focus of the area of activity, stakeholder roles, on-going monitoring and final evaluation.</p> <p>For the Commissioning Process:</p> <ol style="list-style-type: none"> 1. Did the process generate activities that met the WNF objectives? 2. Did the commission specifications accurately reflect the intentions behind the areas of activity? 3. Did the commission specifications effectively communicate these intentions to potential applicant organisations? 4. Were the organisations commissioned to deliver reflective of the target communities? 5. Did the activities commissioned reflect the commissioned specifications? 6. Did commissioned activities achieve the intended targets/outcomes? 7. Did the commissioning process adhere to the specified timetable? <p>Please Note: A full Brief in line with Wigan Council procurement standards will need to be developed as a next stage before tendering is undertaken.</p>	
<p>Budget</p>	<p>Year 1 (Oct08-March09)</p>	<p>£ 15,000</p>
	<p><i>April 09 to March 11</i></p>	<p>£60,000</p>
<p>Spatial Targeting</p> <p>The Framework will cover the entire WNF programme.</p>		
<p>Targets/outputs</p> <p>This will form part of the contract for delivery</p>	<p>Outputs</p> <ul style="list-style-type: none"> • Evaluation Framework created • 6 monthly evaluation reports produced plus recommendations 	

4.2 Objective 1: Removing the barriers to training and employment

4.2.1 Responsive Information, Advice and Guidance (IAG) Activities

There is a need to be able to deploy IAG resources to respond to needs as they arise, for example the recent redundancy situation at ASDA.

Recommendation: Funding through WNF of an independent IAG core service until 2011, through selective commissioning of the Wigan Council Adult Services IAG service. The service would still bid for additional resources to supplement the core service.

Please note, this will be responsive to need and the requests for funding will be on a needs basis.

4.2.2 Vocational training/qualifications – short courses

There is little or no mainstream funding for vocational training and qualifications. It is a recognised barrier to employment - this need has been identified through the operation of the Skills Shops in Leigh and Wigan. There is the opportunity to provide a comprehensive range of vocational training and qualifications linked to growth/key sectors.

Recommendation: That an allocation of Working Neighbourhoods funding be made available to purchase vocational training and qualifications for clients who are accessing support through the IAG team and Skills Shops. This training will focus on the priority sectors identified at section 4.3.4, and will be linked to specific employment opportunities. Examples of training include Site Safety Certificates, Fork Lift Truck Driving and Basic Hygiene.

An initial allocation of £50,000 is recommended.

4.2.3 Basic Skills

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 Wigan 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.

Recommendation: That additional basic skills and ‘confidence building’ training is commissioned. This will be an open commission to all organisations who are active in Wigan 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. This commission and the delivery will be coordinated by the Community Engagement Officer (please refer to section 4.1.1 for details).

4.2.4 Level 2/3 Qualifications

There is mainstream funding through the Learning and Skills Council (LSC) to provide this service. The key issue in Wigan 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 WNF funding be allocated immediately to this area of work. However, further discussion with the LSC is needed; to inform this discussion the number of people accessing level 2/3 training should be collected via the skills shops and IAG services to identify any issues or gaps. Additional capacity to complement mainstream LSC provision may be required to ensure an appropriate scale of activity to enable us to achieve LAA targets. 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.

4.2.5 Tackling Worklessness amongst people with mental health problems on Incapacity Benefit

The mainstream Pathways to Work programme does have condition management built into the provision. However, whilst this does cater for claimants stating mental health as the primary condition, it is expensive and isn't fully utilised.

A project with a specific focus on helping people with severe mental health issues claiming Incapacity Benefit return to work was commissioned through Neighbourhood Renewal Funding (NRF). From a very slow start, the project gathered momentum and at the end of the NRF programme was delivering significant results. The project has been able to continue to June with European (ERDF) funding and the PRG funding will be used to continue to September 08.

Recommendation: Increasing levels of Worklessness due to Mental Health issues is one of the key priorities for the LSP as identified within the Worklessness Strategy. This issue will only be addressed through concerted action from all key partner agencies agreeing to commit mainstream funding. This project should be considered for continued funding beyond Sept 08 through Working Neighbourhoods Fund but in an expanded and modified form taking into account the best practice developed over the lifetime of the current delivery. Suggest that Wigan Adult Services IAG team be contracted to continue their current delivery to March 2011, but with 6 monthly reviews to enable any changes to the mainstream context to be taken on board. Delivery will link to the mainstream Pathways to Work programme, and will provide enhanced support for clients as well as specific mental health condition management. Given this link, there should be a full evaluation to be clear on the added value that WNF has offered and how this additionality has impacted on, and contributed to, results achieved.

<p>Activity/area of work name:</p>	<p>Tackling Worklessness amongst people with mental health problems on Incapacity Benefit</p>
<p>Brief Activity/area of work description</p>	<p>Mental Health, Communities and the Local Economy</p> <p>Mental health problems are a major public health concern. Adults with long-term mental health problems are one of the most excluded groups in society. In recent surveys, just over a quarter of the population reported having experienced a mental health problem at some time in their life. For a minority, these can be severe or long-lasting. Those suffering mental distress still find themselves excluded from many aspects of life the rest of us take for granted – from jobs, family support, proper health care and community life.</p> <p>Focus</p> <p>The overall ambition of this activity/area of work is to contribute towards social inclusion by helping individuals currently claiming inactive benefits i.e. IB, gain employment and, equally importantly, gain the skills and underpinning knowledge to improve their life chances.</p> <p>Individuals will become empowered to identify suitable learning or work opportunities, be able to make appropriate decisions and to access information accordingly.</p> <p>In terms of target groups there are various levels or types of mental ill health – of which some are very much less common and are most often the most difficult to address in terms of returns to work.</p> <p>This activity/area of work is not expected solely to tackle those hardest to reach. However it is not expected to tackle those who can successfully be helped by mainstream approaches, unless there is specific added value required such as condition management work.</p> <p>If people with serious long-term mental health problems are to have access to employment, there is an increasing body of research evidence that indicates the need for:</p> <ul style="list-style-type: none"> • Vocational rehabilitation to be seen as a central and integral component of the work of mental health teams rather than a separate service • A change in the focus to a supported employment model, with a clear goal of open employment in integrated settings, minimal pre-vocational training, rapid job search, time-unlimited support and work-place interventions, continuing assessment and

	<p>adjustment of support and vocational needs and attention to user preferences and choices rather than providers' judgements.</p> <p>People with enduring mental health problems benefit from intense support to gain and sustain employment. Support is required on a long-term basis in order to address fluctuations in their mental health.</p> <p>We need to ensure that people have access to ongoing support to work with both the employee and employer in order to sustain their employment.</p> <p>Sustainability strategies need to be in place if we are to tackle worklessness in the long-term, otherwise the projects and the funding will not have succeeded if people return to benefits through a lack of continual 1-1 support.</p>	
<p>Budget</p>	<p>Year 1</p>	<p>£195,000</p>
	<p>Year 2</p>	<p>£ To be confirmed – subject to evaluation of best practice across Greater Manchester and any changes that may be made as a result. Wigan is GM lead on approach to addressing mental health worklessness.</p>
<p>Spatial Targeting</p> <p>There will be a requirement to focus activity in the target communities for Working Neighbourhoods Fund (please see attached map at Appendix 1).</p> <p>Please note, in light of the above there will be requirement for detailed records to be kept on a spatial basis for audit purposes.</p>		
<p>Targets/outputs</p>	<p>Year 1 (6 mths)</p>	<ul style="list-style-type: none"> • People on IB engaged • IB claimants into jobs • IB claimants to access further learning
	<p>Year 2 (12 mths)</p>	<ul style="list-style-type: none"> • People on IB engaged • IB claimants into jobs • IB claimants to access further learning

4.2.6 People with learning disabilities

Wigan Council has a Supported Employment (SE) team who lead on supporting people with learning difficulties into employment. There is a move to integrate

this work with the wider programme to support people with mental health problems, which is detailed above in section 4.2.5.

There is a need to engage with more employers to encourage the development of workplace opportunities for people with learning difficulties. Further development of, and integration with, existing supported employment opportunities is also required, linked to Metrolite, Remploy and the Manchester Solutions Aspire programme.

Recommendation: Discussions are progressed with the Supported Employment team, and wider stakeholders to develop proposals to enhance current supported learning provision for people with learning disabilities. Discussions will also seek to integrate provision with the wider mental health programmes. Consideration to be given to a employment engagement post within the SE team who would focus on developing work placement opportunities for those with learning difficulties and other mental health problems.

4.2.7 Other Worklessness Conditions

We recognise there is a need to identify and work up specifications to address specific sub sets, of workless claimants. Further details on all the outlines below need to be developed with the Worklessness Working Group and other key partners.

- **Ex-offenders support programme:** The Offender Accommodation Resettlement Service (English Churches Housing Group) supports offenders on either side of and ‘through’ the prison gate helping maintain tenancies for people serving short-term sentences, effectively ending tenancies to avoid rent arrears and working with people to develop accommodation plans for release to reduce the number of people leaving prison with no fixed address.

Offender Resettlement Scheme: The ORS was set up to target Prolific and Priority Offenders (PPO’s) and others causing higher levels of harm to the community. Individual PPO’s almost always have multiple issues, but need to be accommodated in order that those other issues can be addressed. PPO’s often face barriers to accommodation arising from their background or experience with housing providers and wider community which the ORS attempts to address. The ORS is an agreement between housing providers and criminal justice agencies for closer working to identify and address multiple risk factors associated with clients to enable them to access tenancies.

In addition, the Rainer Intensive Mediation Project was set up mid 2006, supporting the Borough’s most chaotic young people.

Recommendations: Further development of these initiatives could support people into training and employment. There is also a link to work by PCT and City College with Hindley Young Offenders Institute which needs to be

further explored. Also, there are links to Work Solutions/ Entry to Employment – unpaid works team.

- **People with drugs and alcohol related issues:** There is a strong link with this client group and the proposed mental health programme.

Recommendations: There is already significant funding being applied to assisting people with drug and alcohol related issues. The gap in provision is for job brokerage and employer engagement. It is recommended that this programme utilises existing provision for job brokerage and employer engagement where possible. Increased capacity for this additional client group should be funded through WNF.

- **Musculoskeletal disorders:** Musculoskeletal disorders are a major contributor to IB claimants and there is a need to ensure that there is provision of services to support them back into work. There is an identified gap in self care and pain management provision.

There is a link to preventative interventions which are detailed at section 4.2.15.

Recommendations: Further development of this with the Worklessness Working group, and in particular the PCT.

- **BME:** People who are workless from the BME community have specific barriers which need to be addressed.

Recommendation: Further development of this with the Worklessness Working group.

- **People with physical disabilities:** Provision of services to support people with physical disabilities, which could be acquired disabilities. There is a link to the NEET agenda (refer section 4.2.10), with currently no provision for young people who have a disability and who are NEET.

Recommendation: Further development of this with the Worklessness Working group.

4.2.8 Worklessness: Long-term Incapacity benefit claimants

Long term IB claimants – Claimants of 6 months or less will have to participate in Pathways to Work. Longer term claimants are able to volunteer for Pathways, but there is only capacity within the contract for 15% to be volunteers. Over 18,000 have been claiming IB for 6 months or longer.

Recommendation: That we commit WNF funds to selectively commission work that will enhance the current Pathways to Work and other mainstream programmes (e.g. Multi Area Agreement Initiatives). This will provide additional capacity for long term IB claimants. A full dialogue needs to be undertaken as a first stage with the current delivery agencies in Wigan, including Manchester Solutions on behalf of the Shaw Trust, to discuss any additional support that

may be necessary to meet the particular needs of long term IB claimants in Wigan.

4.2.9 Looked After Children and Care Leavers

Looked After Children (LAC) and Care Leavers are a vulnerable group that we need to target. We need to be ensuring that we as corporate parents are supporting these individuals in education, training and employment. We are well aware that care leavers are much more likely not to be in employment and if in employment they will be in temporary low paid work. Key issues to be addressed are:

- raising awareness of varied, intensive support requirements of care leavers amongst training providers;
- promoting/supporting personalised learning support for care leavers within the progression pathways;
- Local Authority (and other Public Sector Bodies) review recruitment practices to allow Looked After Children progression into employment (this should be aligned to placements for other vulnerable groups).

Recommendation: That partners meet to develop opportunities, with a focus on:

- Providing of a comprehensive understanding of the issues related to this group and their specific needs;
- scoping existing support and best practice;
- providing information on what additional activities need to be developed and put in place to ensure a comprehensive programme of support for this group.

Partners include Wigan Council (ERO and CYPS) and the PCT, and a first step will be to link to the Learn Together Partnership in Greater Merseyside which has already pioneered work on this subject.

4.2.10 NEET

This is recognised as a key area of activity in addressing worklessness in the borough. A NEET Strategy is underway for Wigan; this has not yet been completed but will be essential in informing the development of NEET activities to address worklessness. In addition, a project funded through ESF is already underway, led by CYPS, and tackling NEET issues.

Recommendation: The recommendations of the NEET strategy will need to inform any activities that are commissioned through WNF. Therefore recommend further discussions with partners once the strategy is in place to confirm:

- Activities that are needed

- Mainstream funding available and other grant opportunities.
- Any current delivery arrangements that could be enhanced and activities that can be competitively tendered.
- Subject to successful evaluation, consideration of funding for the existing project to enable its continuation from July 2010 until March 2011

4.2.11 ‘Fix It’

Fix It is an independent charitable trust which provides vocational training, outdoor education, diversionary activities and personal development to individuals aged 12 years plus who are identified as disadvantaged, disaffected, disengaged, excluded, at risk of offending, actual offenders and NEET. This service forms part of an alternative to the mainstream educational curriculum.

The recent NRF programme commissioned ‘Fix It’ to undertake a programme of activity in Wigan. Extension funding from Performance Reward Grant has been secured to September 2008, and links to tackling worklessness have been identified from a recent review of the project.

Recommendation: That Fix It is contracted to continue the current programme of activity until March 2009, at which point opportunities for mainstream funding will be re assessed. The contract will be managed through Wigan Council Community Safety team.

Also recommend that the links to the empty house repairs programme be explored and developed.

Activity/area of work name:	Fix It
Brief Activity/area of work description	<p>Provision of vocational training, outdoor education, diversionary activities and personal development to individuals aged 12 years plus who are identified as disadvantaged, disaffected, disengaged, excluded, at risk of offending, actual offenders and NEET. This service forms part of an alternative to the mainstream educational curriculum.</p> <p>Fix It will work in partnership with Connexions, Positive Futures, PAYP, Youth Offending, local schools and members of the community to identify hard to engage / at risk / offending / NEET young people. This initiative will provide a range of bespoke vocational training packages in Motor Vehicle Mechanics / General Construction and a holistic menu of personal development opportunities.</p> <p>The impetus of this scheme will be to link with and support the Government Strategy “Every Child Matters”, seeking</p>

	to attain at least 3 out of the 5 designated priorities; i.e. Achieve Economic Well Being, Enjoy & Achieve and Being Safe.	
Budget	Year 1	£94,000 (existing programme)
	(March08-March09)	£10,000 (further development)
	Year 2	£ to be confirmed
Spatial Targeting		
<p>There will be a requirement to focus activity in the target communities for Working Neighbourhoods Fund (please see attached map at Appendix 1).</p> <p>Please note, in light of the above there will be requirement for detailed records to be kept on a spatial basis for audit purposes.</p>		
Targets/outputs	The outcomes of this work include “entry level” and GCSE equivalent qualifications, increased employability, diversion from crime / ASB, challenging / exiting diversionary outdoor education and up to 15,000 hours of face to face delivery in total; all are designed to promote positive progression for participants.	
These are the areas of outputs and results we are looking to achieve.		

4.2.12 Volunteer programmes/placement opportunities

The voluntary and community sector in Wigan have identified the need for a coordinated approach to volunteer engagement, which is recognised as a valuable first step to engagement for people who have been out of the labour market for some time. This need was reinforced at the Worklessness Conference in Wigan, and again at the subsequent worklessness workshops. Whilst volunteer programmes and placements are an important component in addressing worklessness, delivery partners will need to demonstrate that individuals who are supported are encouraged and supported to make further progress along their individual pathway to employment.

Public sector organisations are the largest employers in the borough, with a wide range of jobs. As such, they need to lead the way and provide placements, training, apprenticeships, etc. to create sustainable employment for vulnerable groups. This could then lead to a specific employment engagement strategy to include private sector.

Recommendation: Further development with input from voluntary/community sector representatives, with a view to WNF resources being committed to openly commission the development of a framework, to map existing provision/opportunities and enable a coordinated approach to this activity. Links to support that addresses benefits issues, and to childcare/dependant care support, will be important.

4.2.13 Apprenticeships/ILM Activity

The Leitch Review of Skills recommended that the number of apprenticeships be doubles by 2020 – a target of 400,000 in England. We need to increase the number of high quality, employer based apprenticeships in Wigan.

As major employers in Wigan the public sector should lead the way in delivering apprenticeships and developing best practice to ensure effective targeting and engagement of our most disadvantaged young people. This can be done through direct provision, or indirectly through partnership working with contractors and supply chain partners.

In addition, there are a number of existing and proposed developments in Wigan which will increase the demand for employment across a range of sectors. The developments offer significant opportunity for employment but appropriate training programmes 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.

There are existing ILM and Apprenticeships programmes which are being delivered in Wigan by local or wider regional partners - in particular, the Wigan and Leigh Housing programme.

Recommendation: That a pilot programme seeking to develop apprenticeship opportunities with the public sector be openly commissioned. Key elements of the programme are outlined in the table below. Evaluation of the pilot would inform further development of this activity, including roll out to other key sectors in Wigan.

Achieving sustained employment would be the target result, and value for money would need to be clearly demonstrated.

In addition, recommend a Study is openly commissioned which will:

- Map current and future opportunities and identify key sectors
- Provide an Action Plan for further development.

The study will also position partners to link in a coordinated way to the proposed National Apprenticeships Service (NAS) which will be in place from April 2009. This will be the vehicle for future mainstream funding support.

Activity/area of work name:	Apprenticeship programme
Brief Activity/area of work	To create opportunities for workless residents and move them into mainstream employment in the public sector.

<p>description</p>	<p>The project will provide high quality, relevant vocational training and work experience to enable clients to access opportunities. There will be a focus on young people, with activities designed to support people from the age of 14.</p> <p>The project will:</p> <ul style="list-style-type: none"> • Target deprived communities and particular groups e.g. young mums • Facilitate strong partnerships between employers and schools (linking to the 14-19 education reforms and Building Schools for the Future) so pupils can access apprenticeships/work experience and this integrates into their learning programmes • Provide pastoral and other support to those who need it, recognising the difficulties disadvantaged participants may face. • Reference the Department for Innovation, Universities and Skills’ strategy for the future of apprenticeships in England. <p>There will be a focus on providing a coordinated support programme for young people, starting in school and continuing through to employment/further training. The college and other training providers will be important partners and Wigan and Leigh Housing could provide support through sharing the learning from their apprenticeship programme and their in depth understanding of the social issues which face potential apprentices.</p> <p>Content of the apprenticeship programme would include:</p> <ul style="list-style-type: none"> • A tailored programme of support and training - this will aim to improve participant’s self-confidence, skills and practical experience to make them more attractive and job ready to employers. • Access to employment support services - such as advice and guidance, and childcare • Financial support for participants – A wage topped by contributions by the employer will be offered while the participants are engaged in work placements • A dedicated job matching service - run by people with construction industry expertise who can carefully
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	<p>assess the suitability of people and employment opportunities.</p> <p>The services for residents will follow a series of stages over the course of a year that are designed to prepare participants to compete in the open labour market:</p> <ul style="list-style-type: none"> • Recruitment and selection – the media and publicity campaign will focus on target areas. Consideration should be given to outreach promotional work in target areas. • Training and development planning - Staff work will work with participants to put together a training and development plan that draws on a skills assessment as well as on intelligence about the needs of the construction labour market and the opportunities these present. • Work experience - Officers will find vocational work placements with local employers. The intervention will offer participants a basic wage though employers have the option to top up their pay if appropriate. Participants will work on a range of activities. • Formal training – This will complement the work experience element. In some cases it might be training leading towards recognised qualifications; in others, it could be the development of a portfolio of achievements and experience that the employer will certify in a record of achievement at the end of the placement. Courses run will be by local training providers who are certified internally to deliver bespoke courses or will have accreditation via awarding bodies. This intensive training will provide a useful foundation if participant wishes to progress to NVQ 2 or higher. • Informal training - All the placements involve an element of ongoing development to improve employability, though this can take a variety of forms. As well as formal training the content could include CV’s and self marketing, team building, interview techniques, personal support, equal opportunities, communication skills, motivation, Health and Safety, First Aid and Customer care, Other organisations will be brought in to provide support as necessary. • Job placement - Halfway through the intervention’s annual cycle, staff will shift the emphasis of their work with participants to job search activities, to help them
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	move from placements into permanent jobs.	
Budget	Year 1	£ To be confirmed
	Year 2	£ To be confirmed
<p>Spatial Targeting</p> <p>There will be a requirement to focus activity in the target communities for Working Neighbourhoods Fund (please see attached map at Appendix 1).</p> <p>Please note, in light of the above there will be requirement for detailed records to be kept on a spatial basis for audit purposes.</p>		
Targets/outputs	Year 1	People on IB engaged IB claimants into jobs IB claimants to access further learning Proportion of 16-18 year olds not participating in education, employment and training (NEET) Number of qualifications/vocational training
	Year 2 (12 mths)	People on IB engaged IB claimants into jobs IB claimants to access further learning Proportion of 16-18 year olds not participating in education, employment and training (NEET) Number of qualifications/vocational training

4.2.14 Community Transport

Transport surveys in Wigan have concluded that there are difficulties for residents in physically accessing basic services such as healthcare, fresh food & other shops, and education. Also access to the main centres of employment is difficult and transport is a key barrier to accessing work. This is reinforced by feedback from Pathways to Work clients and advisors. There is insufficient provision of public transport, in terms of frequency and routes, and this together with average costs makes transport a significant barrier to employment and enterprise. The Wigan Community Transport Partnership has been running a

pilot service linked to the Leigh Sports Village, and this provides transport for college students in particular.

Recommendation: That an evaluation of the current pilot be undertaken, and further study to determine the opportunities for expansion of this organisation, with a focus on a Social Enterprise model. A specification for the commissioning of activities would then be developed informed by the evaluation.

Activity/area of work name:	Community Transport Social Enterprise
<p>Brief Activity/area of work description</p>	<p>This project would add value to existing local provision by seeking to provide flexible transport opportunities, at affordable prices, that would be specifically targeted at residents in the more deprived wards in Wigan borough. A Study is required that will:</p> <ul style="list-style-type: none"> • Evaluate the current WCTP pilot at Leigh Sports Village • Undertake a SWOT analysis for further expansion of the Service and identify next steps for development, linked to existing and developing employment sites. <p>This study will facilitate the next stage of development for Wigan Community Transport Partnership, and ensure that there is a focus on all the identified deprived areas of the borough.</p> <p>Critical issues which will be explored include:</p> <ul style="list-style-type: none"> • Opportunities from existing community transport provision (social services, children’s services, etc) • Liaison with national experts for further advice and guidance, including the National Community Transport Association • Appropriate management and staffing structures • Options for Legal status (for example investigation into Charity, Community Interest Company, etc) • Pricing options • Routing options • Grant and loan opportunities

	<ul style="list-style-type: none"> • Ensuring long-term sustainability of any proposed initiative or enterprise • Training and volunteer opportunities for local residents • Ability to capture and report results, and demonstrate value for money. 	
Budget	Year 1	£ To be confirmed
	Year 2	£ To be confirmed
<p>Spatial Targeting</p> <p>There will be a requirement to focus activity in the target communities for Working Neighbourhoods Fund (please see attached map at Appendix 1).</p> <p>Please note, in light of the above there will be requirement for detailed records to be kept on a spatial basis for audit purposes.</p>		
Targets/outputs	Year 1	
	Year 2 (12 mths)	

4.2.15 Child/dependant care

An identified barrier to employment and enterprise opportunities in Wigan borough is a lack, or perceived lack, of available, flexible and affordable childcare provision locally. The issues are recognised at a national level through the government’s ‘Ten Year Strategy for Childcare’. Whilst Wigan now has a comprehensive range of childcare options available, there are still gaps in provision, as well as a need to ensure full information is provided to parents/carers.

A Childcare Sufficiency Assessment was undertaken in Wigan between April 2007 and March 2008. The assessment report was produced as part of Wigan Council’s statutory responsibilities to undertake an assessment and secure sufficient childcare for children aged 0 - 14 and for children with disabilities aged 15, 16 and 17.

The assessment involved a number of stages:

- Investigating childcare provision
- Investigating childcare demand
- Mapping of supply to demand at sub-local authority level
- Identification of gaps in provision

The provision of childcare and the demand for childcare was mapped down to sub-local authority areas. Key findings included:

- The need for more out of school care for 8 - 11 year olds in certain areas of the borough
- There are very few gaps in provision for children aged 0 - 8 years
- Gaps in provision exist in all areas of the borough for 11 - 14 year olds, but further work is necessary to confirm the likely uptake of additional places created
- More out of school care and holiday care is required
- More provision for disabled children over 11 years old is needed

Recommendation: That discussions with Children and Young People’s Services are progressed to confirm existing resources, and to identify any additional WNF resources that need to be aligned to ensure the childcare barrier is fully addressed for clients in target areas, especially in light of the proposed changes to the benefits system.

The links to current developments on child poverty need to be explored further. An Expression of Interest for funding to address this has been submitted to Department for Children, Schools and Families (DCSF).

4.2.16 Local Employment Agreements

Local people frequently fail to benefit from the employment opportunities created locally by development projects, the arrival of new employers or the expansion of existing businesses. Local people typically face strong competition for such jobs from across the wider urban area. This includes competition from many who are already in work who may be seeking to change jobs. Local jobs do not therefore readily trickle down to local people who are workless, or increase the likelihood that those less job-ready will secure employment.

Local Employment Agreements (LEAs) are a way of encouraging companies to target recruitment on local workless people. This approach will be piloted as part of the Bickershaw development in Wigan.

Recommendation: That a new post be openly commissioned to ensure that all new developments in Wigan include an appropriate Local Employment Agreement. Post to be hosted by Wigan Economic Regeneration Office.

Activity/area of work name:	Local Employment Agreements Coordinator
Brief Activity/area of work	Key elements of the Job Description will be: <ul style="list-style-type: none"> • Liaison with Job Centre Plus who are leading this

<p>description</p>	<p>initiative</p> <ul style="list-style-type: none"> • Collaboration with planning and economic development staff to ensure shared perspectives and pooling of experience • Scoping of opportunity for planning agreements (Section 106) to support development • Input to Development Plans or Briefs to detail the needs of the target communities and the intention to link development to meeting their needs • A Code of Practice making targets and expectations explicit, made available to developers at the earliest opportunity • Discussion of training and employment issues with developers and their contractors at an early stage • Consideration of Local Employment Agreements with public sector developers or regeneration partners as well as private developers • Close liaison with secondary schools to raise awareness of opportunities • Effective mobilisation of training and support services and the organisations necessary to provide these (including pre-vocational and vocational training, job search and job matching, liaison, administration, promotion and management) - this can involve a dedicated organisation or brokering between individual providers • Set up and maintain robust internal systems within the local authority to ensure coordination and division of responsibilities • Development of a standard 'menu' covering the core elements of Agreements specific for Wigan • Ensure Developers and contractors meet their commitments including: <ul style="list-style-type: none"> - Give prior notice of local employment and business opportunities - Provide monthly monitoring information including each worker's gender, ethnicity, any disability, and
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	area of residence - On larger sites to provide a serviced, on-site recruitment and/or training facility - Appropriate financial arrangements for training, recruitment and employment.	
Budget	Year 1	£ To be confirmed
	Year 2	£ To be confirmed
Spatial Targeting There will be a requirement to focus activity in the target communities for Working Neighbourhoods Fund (please see attached map at Appendix 1). Please note, in light of the above there will be requirement for detailed records to be kept on a spatial basis for audit purposes.		
Targets/outputs	Year 1	
	Year 2 (12 mths)	

4.2.17 Prevention of Worklessness

Too often, short term sickness absence for the workplace can progress to worklessness due to the lack of timely and comprehensive support that individuals and companies are able to access to help address identified issues at an early stage.

There is the opportunity to take a multidisciplinary approach for early intervention which helps prevent short-term sickness absence from the workplace progressing to long-term sickness absence and ultimately worklessness. There is a need for a service that can address advice and support for social concerns such as financial and housing issues as well as more traditional NHS services such as physio and talking therapies.

In addition, the promotion of health and well-being within workplaces and tackling stigma around ill-health and disability will be an important component of the service.

The PCT are leading on this opportunity with development and delivery of programmes underway, in particular the ‘Fit for Work Service’. It is important that all stakeholders are sending out the same messages, to increase aspirations and create cultural change.

The need for preventative actions was strongly endorsed by the worklessness workshop sessions, with many attendees identifying this element of the action plan as critical to us having a long term impact on worklessness levels.

Recommendation: That discussions are progressed with the PCT to align WNF resources to PCT resources to enable a coordinated approach to this activity.

4.3 Objective 2: Increasing entrepreneurial activity and supporting the sustainable growth of business

4.3.1 Social Enterprise Development

A thriving Social Enterprise (SE) sector will support the Worklessness Strategy in two key areas:

- By providing direct employment of workless individuals (SE’s are less risk averse and provide a more supportive environment)
- A SE is often the most effective method for a community to be involved in delivery of sub-contracted service delivery to address worklessness.

The Department for Trade and Industry (DTI) recognises the significant contribution made by SE to Neighbourhood Renewal and Regeneration, and that SE has to be an integral part of the Enterprise Mix for a healthy economy. SE is a proven way of tackling deprivation.

Through Neighbourhood Renewal Fund ReGenerate were commissioned to deliver the Creating Community Enterprises project and this resulted in a number of Social Enterprises being created, which have now developed a support network – PULSE (please refer to 4.2.2 below for more detail). However, the sector is still underdeveloped in Wigan and significant potential for growth remains.

Recommendation: That a Strategy for Social Enterprise in Wigan is openly commissioned as a first stage before a new programme of support for social enterprise start up is developed and commissioned. Wigan Council is in the early stages of discussions with NWDA about joint commissioning of enterprise support activities for April 2009 onwards and this project should be considered as part of these discussions.

Activity/area of work name:	Social Enterprise Strategy
Brief Activity/area of work description	Development of a Strategy for Social Enterprise in Wigan that will include: <ul style="list-style-type: none"> • Identify baseline position in terms of active SEs, and current support mechanisms in place.

	<ul style="list-style-type: none"> • Undertake a needs analysis to identify gaps in support, and to identify opportunities. • Scope Social Enterprise support in terms of best practice/innovative delivery at national/regional level. • Develop strategic proposals, both to provide effective support to new/emerging SEs and to stimulate further development of the sector. <p>Please Note: A full Brief in line with Wigan Council procurement standards will need to be developed as a next stage before tendering is undertaken.</p>	
Budget	Year 1 (Oct08-March09)	£30,000
<p>Spatial Targeting</p> <p>The Strategy will cover all of Wigan borough, but will be required to undertake detailed analysis of WNF target areas to clearly identify any specific issues or barriers to social enterprise development in these areas, as well as opportunities.</p>		
Targets/outputs	<p>Outputs</p> <p>Social Enterprise Strategy created</p>	
This will form part of the contract for delivery		

4.3.2 Social Enterprise Support – PULSE Network

The recent NRF programme commissioned a project to create new Social Enterprises in Wigan, recognising that this sector was under developed in the Borough. The project is delivered by RE:Generate Trust. A secondary, but significant, outcome of the project was the creation of a Social Enterprise Network (PULSE – People United in Local Social Enterprise) to support the organisations created during the project. Additional funding from Performance Reward Grant has been secured to further develop and maintain PULSE in its role of supporting new Social Enterprises in Wigan. PULSE will be vital to support future Social Enterprise creation/development activity within Wigan.

Recommendation: That ReGenerate is contracted to continue the current programme of activity until March 2009 initially, when a further review of the project will be undertaken, informed by the Social Enterprise Strategy. Wigan Council is in the early stages of discussions with NWDA about joint

commissioning of enterprise support activities for April 2009 onwards and this project should be considered as part of these discussions.

Activity/area of work name:	Social Enterprise Support – PULSE Network	
Brief Activity/area of work description	Support for the PULSE Network of organisations to ensure the network continues to develop and grow. Support to include advisors to facilitate business development by helping to identify and create new markets for community-inspired enterprises. Advisors will seek to link in existing social enterprises to the PULSE network. They will also identify potential clients and customers and so help create markets for enterprise though close working within communities and existing networks.	
Budget	Year 1 (March08-March09)	£60,000
	Year 2	£ to be confirmed – seek to pool WNF resources with mainstream NWDA plus matched ERDF
Spatial Targeting		
There will be a requirement to focus activity in the target communities for Working Neighbourhoods Fund (please see attached map at Appendix 1). Please note, in light of the above there will be requirement for detailed records to be kept on a spatial basis for audit purposes.		
Targets/outputs	Outputs	
	Social Enterprise Network supported New businesses supported	

4.3.3 Business Start Up Support

There is concern about the content of provision mandated by the current mainstream contract managed by North West Development Agency (NWDA). There are specific gaps as well, for example there is no support available for white males in Wigan.

The recent NRF programme commissioned complementary business start up support activity. The original project was tasked with creating new businesses within the NRF deprived areas and was delivered by Bolton Business Ventures (BBV). The project towards the end of the NRF programme evolved to complement new mainstream activity funded through the Business Support

Simplification Programme (BSSP). BSSP is continuing with BBV delivering significant elements of the mainstream activity. Extension funding from Performance Reward Grant has been secured to September 2008 and is being used to fill the significant gap in mainstream activity (business start up support for white males without a disability).

The NWDA have entered into discussions with the Council to jointly commission Business Start Up mainstream provision from April 2009.

Recommendation: That Bolton Business Ventures are contracted to continue the current programme of activity until March 2009 when a new programme will be developed jointly with NWDA for a start in April 2009.

Activity/area of work name:	Business start up support
Brief Activity/area of work description	<p>This will offer a broader and deeper level of assistance to enhance what is currently available, and we will expect delivery to demonstrate clear links to existing mainstream provision to avoid duplication. We will look to commission support to provide:</p> <ul style="list-style-type: none"> • Assistance with business planning and strategy; • Identification of possible threats to business survival and techniques/approaches to address and overcome them; • Advice on management of time and resources; • Help with identification of customers and markets; • Support with preparation of Marketing Strategies • Assistance with developing business relationships; • Identification of potential growth areas for the business. • Arranged meetings with statutory organisations such as Customs & Excise; • A range of professional support (including accountancy, legal, personnel); • Benefits Advice; • Support with cash-flow and other basic business planning issues; • The opportunity for test trading; • Grants, to support specific investments linked to a quality business plan

	<ul style="list-style-type: none"> • Mentoring by local successful business people 	
Budget	Year 1 (April 08- March09)	£140,000
	Year 2	£ to be confirmed – seek to pool WNF resources with mainstream NWDA plus matched ERDF
<p>Spatial Targeting</p> <p>There will be a requirement to focus activity in the target communities for Working Neighbourhoods Fund (please see attached map at Appendix 1).</p> <p>Please note, in light of the above there will be requirement for detailed records to be kept on a spatial basis for audit purposes.</p>		
<p>Targets/outputs</p> <p>These are the areas of outputs and results we are looking to achieve.</p> <p>Applicants will need to give indicative figures against these outputs. We will confirm final outputs with the successful tenderer(s) and this will form part of the contract for delivery.</p>	<p>Outputs</p> <p>New Businesses Assisted</p> <p>Number of businesses registering for VAT</p> <p>Results</p> <p>New Jobs Created</p> <p>Increased Sales</p> <p>% new companies assisted surviving after 18 months</p> <p>% new companies assisted surviving after 36 months</p> <p>Cross Cutting Themes:</p> <p>Equal opportunities outputs</p> <p>New Jobs Created (accessed by women, BME, disabled)</p> <p>New Businesses Assisted (established by women, BME, disabled)</p> <p>ICT Outputs</p> <p>No E:Commerce/Internet based new businesses</p> <p>No new companies making use of E:Commerce</p> <p>Sustainability Outputs</p> <p>New Start ups in environmental related sectors</p>	

4.3.4 Enterprise networks/sector development

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 Priority 1.2, Strand 2.

Activity/area of work name:	Enterprise networks/sector development
<p>Brief Activity/area of work description</p>	<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 <p>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:</p> <ul style="list-style-type: none"> • Supply Chain development – supporting businesses to make links to develop and promote local sector supply chain networks. • Helping to facilitate informal links – Social and

	<p>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</p> <ul style="list-style-type: none"> • 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. <p>The commission will follow the development process set out below:</p> <ul style="list-style-type: none"> • 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. • 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.
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	<ul style="list-style-type: none"> • 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	Year 1	£To be confirmed
	Year 2	£ To be confirmed
<p>Spatial Targeting</p> <p>There will be a requirement to focus activity in the target communities for Working Neighbourhoods Fund (please see attached map at Appendix 1).</p> <p>Please note, in light of the above there will be requirement for detailed records to be kept on a spatial basis for audit purposes.</p>		
Targets/outputs	Year 1	
	Year 2 (12 mths)	

4.3.5 Schools Enterprise

The need for preventative programmes of activity to address worklessness in the long term have been noted by partners as critical to the success of the Worklessness Strategy, and work with children is seen as a critical component of this.

The presence of the existing ‘Classrooms in Companies’ intervention is well rooted within all schools in Wigan. An independent evaluation conducted by a local university of the impact of the curriculum centres reported on the raised self-esteem and motivation of pupils who had been involved with the intervention. Evidence shows that starting entrepreneurial skills at 14 years of age is too late for many pupils. These skills need to be introduced at primary level, and built on and progressed into secondary school. Many pupils at Key Stage 4 have already made their decisions about the future and it is too late to influence them. Statistics from the Enterprise Department at Manchester University show that the younger you start to develop entrepreneurial skills the more sustained they become.

Additional activities will enable Wigan to further capitalise on the excellent work already being conducted at the two Business and Enterprise Specialist Colleges in Wigan borough: Bedford High School and Pembec. Further development of the enterprise in education agenda will build on existing successes and deliver the enterprise message to more children, and encourage self-employment and development of your own business as a viable career option for young people.

Recommendation: Detailed discussions with the Education Business Partnership, wider CYPS and other partners are needed with a view to selectively commissioning additional complementary activity from the Wigan Education Business Partnership as detailed in the table below.

In addition, further discussion with partners to explore and develop opportunities linked to the Building Schools for the Future programme should be progressed.

Activity/area of work name:	Schools Enterprise
Brief Activity/area of work description	<p>An extension of the existing ‘Classrooms in Companies’ scheme:</p> <ul style="list-style-type: none"> • To fund an Enterprise Worker alongside the existing programme to enable primary schools to become involved in the enterprise agenda and enable primary school children to start to develop enterprise skills. There would be different elements of the programme for different ages at primary school with the primary aim of developing the children’s knowledge of the world of work and enterprise. Topics covered would complement the national curriculum for each key stage and would include: <ul style="list-style-type: none"> - Introduction to the concepts of earning money, saving money and working together. This is taught through the use of stories and structured play. - Looking at the difference between need and want and the roles of different family members. - Introduction to community activity, looking at different roles in the community, the government and the electoral process. - An exploration of the different types of jobs in a typical city and how workers apply their skills to their jobs. - An exploration of the basics of starting a business, including information on different types of business and how a business might be marketed. • Increasing access to enterprise activities, which would be delivered alongside the existing programme. Pupils would therefore, not only receive information on the world of work when visiting classrooms in companies but would have the opportunity to undertake enterprise activities related to the industry they are visiting. Activities funded through the intervention would

	<p>include:</p> <ul style="list-style-type: none"> - Enterprise Days, where pupils are given the opportunity to discover what it is to run a business. They have to produce a product, market it and work in a competitive marketplace where they need to offer something special to make their business stand out from the rest. Pupils would also have the opportunity to: <ul style="list-style-type: none"> - Gain a practical, activity-based insight into the world of business and enterprise; - Have the opportunity to undertake work experience before choosing GCSE options; - Appreciate the role of business and enterprise in our society; - Discover how businesses interact with investors, customers, employees and society in general; - Understand how businesses work and wealth is created; - Experience business life in their community and gain an insight into the working life of a local business person; - Build and develop team working, communication and presentation skills; - Build a bridge between school and the business world; - Support work done in the PSHE/Citizenship Curriculum; - Develop skills and understanding that are directly relevant to Enterprise and Work Related Learning. • Related to this second aspect will be an assessment of the feasibility of introducing an accredited ‘enterprise in education’ qualification at Key Stage 4, based around the enterprise Days and including ongoing visits to the Classrooms in Companies. The qualification could also be marketed to adults. The link with the new Diplomas for 14-16 year olds would need to be developed.
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	<ul style="list-style-type: none"> The opportunity for Careers advice delivered in schools should be explored. 	
Budget	Year 1	£180,000 To be confirmed
	Year 2	£ To be confirmed
<p>Spatial Targeting</p> <p>There will be a requirement to focus activity in the target communities for Working Neighbourhoods Fund (please see attached map at Appendix 1).</p> <p>Please note, in light of the above there will be requirement for detailed records to be kept on a spatial basis for audit purposes.</p>		
Targets/outputs	Year 1	<ul style="list-style-type: none"> NEET <p>Longer term, this intervention will impact on the following outcomes:</p> <ul style="list-style-type: none"> Number of new businesses created Total entrepreneurial activity rate Employment rate – self employment <p>An evaluation baseline would need to be set to enable measurement of impact.</p>
	Year 2 (12 mths)	

4.3.6 Enterprise Ambassadors

• Introduction

NWDA are currently developing a programme for commission with NWDA/ERDF resources from April 2009. A dialogue has commenced with them, and we propose to detail this area of activity in discussion with them with a view to pooling resources and undertaking a joint commission.

• Recommendation

That dialogue with NWDA continues to provide further detail.

4.3.7 Princes Trust programme

The Princes Trust has been funded through Neighbourhood Renewal Programme to deliver a comprehensive package of support to young people wishing to create an enterprise. This programme has to date supported 20 unemployed people to start their own business and they will continue to receive mentor/office support during the first 3 years of trading.

Recommendation: Princes Trust will continue to work in Wigan beyond March 2008 funded from NWDA mainstream resources, including continuing to support existing business starts for 3 years. Recommend that additional targeted recruitment in the deprived areas is selectively commissioned to add value to mainstream support and ensure impact in Wigan target communities.

Activity/area of work name:	Princes Trust	
Brief Activity/area of work description	<p>Programme Details</p> <p>The Prince’s Trust Business Programme supports disadvantaged young people aged 18 – 30, to start their own business. Particular emphasis is given to supporting people within 4 main target groups, these being unemployed, particularly long term (6mths+), educational underachievers, care leavers (up to the age of 21) and offenders/ex offenders. In addition people within the ethnic minority communities and lone parents are targeted.</p> <p>The programme encompasses a wide range of pre and post start up advice/guidance (outlined below), financial support in the form of a low interest rate (3%) loan repayable over a 2/3 year period, business start up grants (if funding in place) and mentor/office support for a period of 3 years.</p> <p>Each young person will work with a dedicated Business Adviser who will guide and support them through the application process, attendance at our Business Planning day, a monthly funding panel and during the first 3 years of trading. In addition for the first two years of trading each young person will also be linked with a volunteer Business Mentor who will meet with them on a regular basis, discuss their progress and submit a report to The Trust.</p> <p>Additional targeted recruitment activity in WNF priority communities to be commissioned from the Princes Trust</p>	
Budget	Year 1	£10,000
	Year 2	£ To be confirmed

Spatial Targeting		
<p>There will be a requirement to focus activity in the target communities for Working Neighbourhoods Fund (please see attached map at Appendix 1).</p> <p>Please note, in light of the above there will be requirement for detailed records to be kept on a spatial basis for audit purposes.</p>		
Targets/outputs	Year 1	<ul style="list-style-type: none"> • NEET • Number of new businesses created • Total entrepreneurial activity rate • Employment rate – self employment
	Year 2 (12 mths)	

4.3.8 Building Trading Capacity

Wigan experienced massive growth in the Public sector from 1991 to 2001 at a rate of twice that of the national average. Currently one quarter of Wigan’s employment comes from the Public Sector, which spends several billion a year on a wide range of goods and services. Public Sector organisations are substantial purchasers of products and services locally, and as such need to incorporate education, training and employment within the commissioning and procurement arrangements to ensure that they have added value.

There is an opportunity to support local companies, with a focus on social enterprise, to compete for and win contracts to deliver public sector goods and services. Nationally, the Governments Change Up programme provides the framework for this activity linked to the 3rd sector specifically.

There is currently no comprehensive support mechanism to assist local businesses to access local public sector procurement opportunities. In this respect the project will clearly add value to existing business support provision. CVS in Wigan has secured lottery resources to support organisations in the Health and Social Care sector, and Groundwork has run some pilot programmes in other areas. We would look to work in partnership with both these organisations, utilising their best practice models to extend activity into Wigan.

Recommendation: That a pilot programme of training and support be commissioned for existing SMEs in Wigan, including existing Social enterprises, which will provide information and training on ways to engage and tender successfully with Public sector agencies.

Please note, this area of activity also links to that noted at section 4.3.1 above (Social Enterprise Development) and opportunities for 3rd sector delivery of

public goods and services should form an integral part of the Social Enterprise Strategy as a first stage before a programme of support for social enterprise to build trading capacity for delivery is developed and commissioned.

In addition, further detailed discussions would be needed with CVS and Groundwork as a first stage. This would also inform how the activity is commissioned.

<p>Activity/area of work name:</p>	<p>Building Trading Capacity</p>
<p>Brief Activity/area of work description</p>	<p>Key project objectives will include:</p> <ul style="list-style-type: none"> • Development and delivery of a tender training package for local SMEs, which will provide the information, knowledge and training to enable them to effectively navigate Public sector procurement procedures and successfully tender for business. This training package will be delivered through local training seminars. • Delivery of awareness seminars to businesses that may be able to offer professional services. These seminars will give businesses the opportunity to undertake a capability and quality assurance audit to determine how they meet the requirements of organisations such as Business Link, the Council etc. • A health, safety and environmental audit, support to develop appropriate health & safety and environmental policies were appropriate and business training leading to basic health & safety certificate and basic environmental awareness; level one BS8555. • All businesses at this stage will be logged on to a supplier database; their progress will be monitored via an auditing system. A rating system will identify suppliers who are at different stages in the accreditation process. This rating system being developed in line with Groundwork EBS quality management system. • Business registered will have the opportunity to be selected by public sector procurement managers who will access the database looking for potential suppliers. Advice will be made available to suppliers who wish to tender for opportunities at this stage in order to help them meet specific tender requirements. Suppliers will also be signposted to other business support organisations that can assist with business and workforce development, marketing, HR, and Investors

	in People e.g. Business Links, Chamber of Commerce. <ul style="list-style-type: none"> • Business will be encouraged to further develop environmental standards building on the work undertaken to gain BS8555; appropriate training will be available to do this. 	
Budget	Year 1	£To be confirmed
	Year 2	£ To be confirmed
Spatial Targeting There will be a requirement to focus activity in the target communities for Working Neighbourhoods Fund (please see attached map at Appendix 1). Please note, in light of the above there will be requirement for detailed records to be kept on a spatial basis for audit purposes.		
Targets/outputs	Year 1	Jobs Created Tenders responses Tenders won Increased capacity
	Year 2 (12 mths)	

5 Spatial Targets

Please refer to the eligibility section of the Commissioning Framework for detailed information.

6 Delivery Options

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

There will be support available for voluntary and community organisations who wish to respond to commissioning opportunities. This will be coordinated through the Economic Regeneration Office of Wigan Council.