



“What makes Wigan Work?”

Commissioning Framework

**The Worklessness Strategy for
Wigan**

Version 1.0

19 September 2008

Contents

1	Introduction	4
2	Background to Working Neighbourhoods Fund	6
2.1	Local data and current position in relation worklessness.....	6
2.2	The ‘new’ WNF	6
2.3	Mainstreaming	7
3	Roles and Responsibilities.....	8
3.1	Worklessness Working Group	9
3.2	Environmental Services Department	9
3.3	Commissioning Structure and Framework.....	10
3.3.1	Commission approaches	12
3.3.2	Threshold levels.....	14
3.4	Definition of Contract Category.....	15
3.4.1	Works.....	15
3.4.2	Supplies	15
3.4.3	Services	15
4	Delivery Strategy.....	17
4.1	Eligibility.....	17
4.2	Project specification.....	18
4.3	Appraisal.....	20
4.4	Approvals and contracting	20
4.5	Publicity and promotion	21
5	Value for Money	22
5.1	Risk Assessment	23
5.2	Benchmarks.....	23
6	Targets	25
6.1	Primary Targets	25
6.2	Secondary Targets:	27
7	Monitoring and Evaluation	29
7.1	Monitoring.....	29
7.2	How the criteria will be implemented	29
7.2.1	Pre-service level agreement meeting	29
7.2.2	Monitoring	30
7.2.3	Monitoring visits	30
7.3	Evaluation.....	31
7.3.1	Evaluation of commissioned activity.....	31
7.3.2	Evaluation of the commissioning process.....	31
8	Commissioning Timetable/Timescales	33
8.1	Round 1	33
8.2	Round 2	33
8.3	Round 3.....	33
9	Contact Details.....	34
10	Appendix 1 - Worklessness Working Group Terms of Reference	35

10.1	Introduction.....	35
10.2	Terms of reference	35
10.2.1	Group values and beliefs.....	35
10.2.2	Group responsibilities.....	35
10.3	Group Membership.....	36
10.3.1	Principles of membership	36
10.3.2	Qualities of membership:.....	36
10.3.3	Responsibilities of membership:.....	36
10.3.4	Substitute members.....	37
10.4	Group meetings	37
10.4.1	Meeting schedule	37
10.4.2	Meeting agenda and notes	37
10.4.3	Confidential information disclosure	37
10.5	Group Code of Conduct.....	37
10.5.1	Declaration of prejudicial interests	37
10.5.2	Declaration of personal interests.....	38
10.5.3	Interests in other organisations	38
10.5.4	Equality	38
10.5.5	Respect for confidentiality	39
10.5.6	Disrepute	39
10.5.7	Gifts, favours and hospitality	39
10.5.8	Contravention of the Code of Conduct.....	39
10.6	Principles of Community Cohesion.....	39
10.6.1	Valuing people in neighbourhoods	39
10.7	Declaration of Interests form.....	41
11	Appendix 2 - Communities in Need	42
12	Appendix 3 – Sample Project Specification.....	44
13	Appendix 4 – Sample Service Level Agreement.....	49
14	Appendix 5 - Procedure for Monitoring WNF projects against Performance	55

1 Introduction

Wigan Council is refreshing its strategic approach to Worklessness and the deployment of the Working Neighbourhoods Fund (WNF). The worklessness strategy for Wigan will define the overall approach to reducing the levels of worklessness in the Borough by assisting working age benefit claimants to secure sustainable employment.

The worklessness strategy consists of three distinct elements:

- The strategy document that identifies the issues and barriers and through a robust evidence base defines the priority issues;
- An action planning process that will identify interventions that can be commissioned to address the priority issues and achieve the LAA targets;
- This commissioning framework (based on the Economic Partnership Framework and working in conjunction with the LSPs commissioning proposals) to procure provision for the delivery of the interventions.

The worklessness strategy has been developed in such a way that supports a commissioning based approach:

- Identification of needs and priorities
- Consideration of likely interventions and how these may be procured
- Market development and procurement
- Monitoring and evaluation and exit strategy

In developing this work the following needs to have also been considered:

- The Department of Communities and Local Government (DCLG) Guidance on how WNF should be utilised, with specific reference to community and 3rd sector involvement. Implicit within these guidelines is the assumption that WNF should be used to address the issues of high levels of worklessness, low skill levels and low levels of enterprise.

Additional considerations through the development have included:

- Recognition that whilst the focus of WNF is specific, the approach as to how to address the issues should be wider to consider initiatives from all sections of the LSP Structure and external partners.
- Recognition of the potential opportunities to use WNF as match against other funding sources such as the recently announced European Programme (ERDF).
- An acceptance that whilst some individual projects and programmes may have been successful in their own right in the past, the silo approach (for example with Neighbourhood Renewal Fund) has prevented a strategic co-ordinated approach to addressing the key issues facing the Borough.

There also needs to be some mutual expectations within the commissioning process.

What WBP/Wigan Council will expect from the delivery organisation(s)	Shared expectations	What the delivery organisation(s) should expect from WBP/Wigan Council
<ul style="list-style-type: none"> • Quality • Accountability • Reliability • Value for money • Effective management and employment systems • Community involvement • Recognition of support • Engagement in contracts that reflect capacity to deliver service level agreement • Expected targets/outcomes achieved 	<ul style="list-style-type: none"> • Desire to achieve priorities, improved targets/outcomes • Trust • Openness • Transparency • Clarity • Honesty • Flexibility • Effectiveness • Equalities • Commitment to the local community • Standardisation • Knowledge transfer 	<ul style="list-style-type: none"> • Stability • Support • Prompt payment • Consistency • Recognition • Respect for independence • Commitment to local organisations • Feedback on performance • Clear specification about expected targets/outcomes

Reference: Knowsley CYPS – commissioning framework (adopted from Tower Hamlets)

2 Background to Working Neighbourhoods Fund

The Communities and Local Government’s Working Neighbourhoods Fund (WNF) incorporates the Department for Work and Pensions’ Deprived Areas Fund (DAF) to create a single fund at the local level. It provides resources to local authorities to tackle worklessness and low levels of skills and enterprise in their most deprived areas. The fund will provide the basis for a new approach, recognising the need to tackle worklessness on a community wide basis and including those claiming Jobseeker’s Allowance and those on Incapacity Benefit. The fund will include a significant element of reward grant (£450 million – 25%), which will be paid to Local Authorities and communities which are most successful in tackling worklessness and increasing skills and enterprise levels.

2.1 Local data and current position in relation worklessness

The recent publication of the Indices of Deprivation (2007) shows a small improvement in Wigan’s position from 53 in 2004 to 67 in 2007. However, the position for income has declined from 41 to 40 and remained the same for employment at 9. Furthermore, whilst the number of Super Output Areas (SOA) considered to be in the worst 10% for deprivation has reduced from 32 to 29. There are now 10 SOA’s in the worst 3%, and increase of 2 from 2004.

For employment, the position is even worse with an increase of 4 SOA’s in the worst 3% to 20, whilst the number of SOA’s in the worst 10% has declined by 4 to 49. This indicates a widening of the gap between our most deprived neighbourhoods and our most prosperous in terms of overall deprivation and employment.

Stage 1 of the strategy identifies in detail the data and current position in relation to Worklessness.

2.2 The ‘new’ WNF

The WNF has been seen as a successor to the current Neighbourhood Renewal Fund (NRF) but it has different strategic objectives and a very specific focus on worklessness, skills and enterprise.

Working Neighbourhoods Fund will be paid as part of Area Based Grant (ABG) which is normally classed as a non-ring fenced general grant providing maximum flexibility to local authorities to design local programmes to meet local needs, and removing onerous reporting requirements. However, sometimes the rules do not allow for this and allocations have to be ring fenced for delivery of certain activity. The allocations for WNF were announced in December 2007.

Wigan has been allocated £20,916,000 over 3 years as follows:

2008-09	2009-10	2010-11
£5,931,000	£7,322,000	£7,663,000

Table 1 – Working Neighbourhoods Fund allocation for Wigan

This funding alone cannot deliver the objectives of significantly reducing worklessness and building the economic base of the most disadvantaged areas. Key to delivery will be the targets and implementation plans that local areas agree in consultation with their partners in the private and community and voluntary sectors. Communities and Local Government will agree targets as part of the LAA process with the strong expectation that areas receiving the fund will want to include targets on tackling worklessness and boosting enterprise in their ‘up to 35 targets’. Reducing worklessness and increasing enterprise would thus become key priorities for the Local Strategic Partnerships (LSP) and their partners in the private and voluntary and community sectors.

2.3 Mainstreaming

It is just as important to ensure that worklessness is being tackled in an integrated mainstream manner, to this end the strategy identifies interventions that can deliver to Wigan’s worklessness needs.

All organisations as part of the process should identify what and how activities they are responsible for delivering can be funded and mainstreamed achieving sustainable delivery in the long term.

It is important to remember that worklessness is the key issue that needs to be addressed and WNF is only one of a series of funds that will be used to deliver the changes required.

3 Roles and Responsibilities

The success of a commissioning framework is dependant on strong leadership and clear strategic objectives linked to outcomes that are needed in Wigan.

The Local Strategic Partnership, **Wigan Borough Partnership** (WBP) has the responsibility for the overall performance of the borough’s Sustainable Community Strategy. WBP is made up of 4 core elements:

- Strategic – leadership and management;
- Thematic and delivery;
- Localities; and
- Community networks.

The **Local Strategic Management Group** (LSMG) works on behalf of Wigan Borough Partnership to manage and co-ordinate the delivery of the Local Area Agreement and Sustainable Communities Strategy. The main activities are to ensure there are clear accountability and monitoring mechanisms to address the local priorities and targets.

The **thematic partnerships** are at the heart of WBP, bringing partners together around a series of key strategies that help drive forward the borough’s Sustainable Community Strategy and Local Area Agreement.

To respond and adapt to new and emerging Government policies, the current 7 thematic partnerships will be replaced by 4 delivery partnerships:-

- Economy, Environment, Culture and Housing;
- Adult, Health and Well being;
- Building Stronger Communities; and
- Children, Young People and Families.

For the short-term Wigan Economic Partnership (WEP), one of the 7 thematic partnerships, is responsible for the co-ordination, of the development and delivery of the Economic Strategy for Wigan. The priorities of WEP are to:

- address the key issues of high levels of worklessness,
- low skill levels and
- low levels of enterprise

These priorities support the delivery of Goal 1 – Achieve a good standard of living for all and reduce poverty, and Goal 4 – A strong, modern, local economy which WEP has direct responsibility.

However, there is clear recognition that to address Worklessness a clear partnership approach has to be developed ensuring priorities that address worklessness through other partners are recognised, that is why there has to

be clear representation from each thematic partnership in the approval process.

As the WNF is being administered through the Area Based Grant that forms part of the Local Area Agreement the responsibility for management and delivery will sit within these structures.

Since 2006 WEP have been responsible for the administration of the economic allocation of Neighbourhood Renewal. WEP will continue to act as the sponsor partnership responsible for the delivery of WNF, until the LSP architecture and changes to partnership structures has been fully implemented.

3.1 Worklessness Working Group

The Worklessness Working Group was established under the mandate of LSMG. The group’s purpose is to provide support and guidance in the development of the worklessness strategy, specifically the action plan and the framework for commissioning. The group is made up of representation from the thematic partnerships and partners, offering a cross section of representatives from different agencies and organisations representing the public, private, voluntary and community sectors. The terms of reference for the group are at appendix one.

On approval of the three documents that make up the worklessness strategy, this group will take on the responsibility of commissioning, and making recommendations for approving which commissions deliver the areas of activity. The group will become a representative body of the LSP and membership will be extended to reflect this.

3.2 Environmental Services Department

The Environmental Services Department through the Economic Regeneration Office within the Regeneration and Protection Division will be responsible for the programme management of WNF. Economic Regeneration has extensive experience in the delivery of externally funded regeneration programmes and has led on the programme management of Neighbourhood Renewal, and is lead on the Local Area Agreement, economy, environment, culture and housing block.

A clear structure of support will be established to ensure applicant organisations have the necessary help they need in completing any commission.

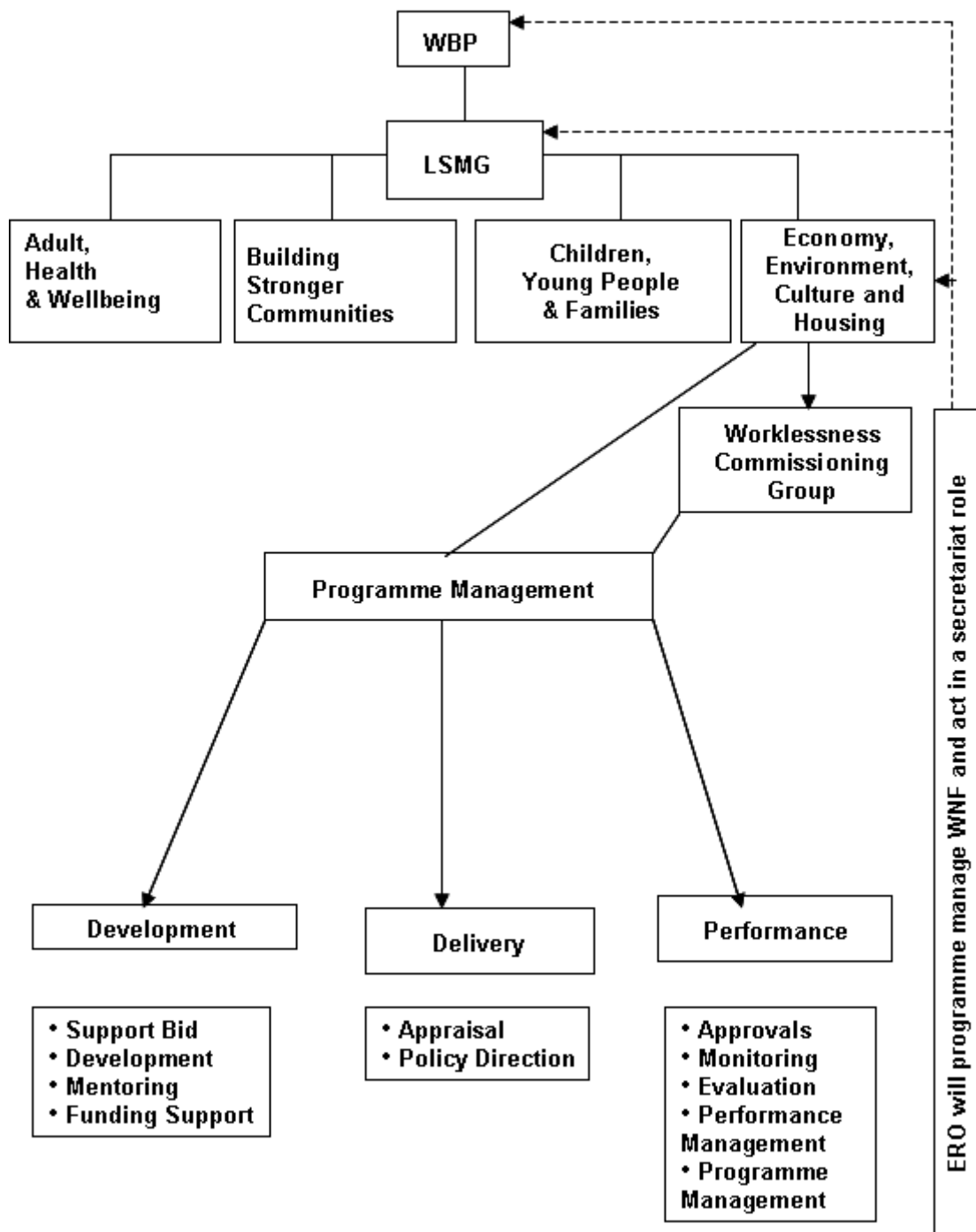


Figure 1 – Management Structure

The figure 1 illustrates the management structure under which Working Neighbourhood Fund will operate.

3.3 Commissioning Structure and Framework

The commissioning process runs from the initial needs analysis and identification of work to address those needs to the end of delivery and evaluation.

Commissioning is needed to ensure that Worklessness activities in Wigan are developed which meet the identified needs in a systematic and co-ordinated way, ensuring that services:

- Are appropriate and meet the identified needs;
- Achieve the desired outcomes;
- Are flexible enough to be changed or decommissioned if ineffective
- Identify other funding opportunities or mainstream options.

There are **four** main approaches to commissioning:

- **full commissioning;**
- **selective commissioning;**
- **non procurable services; and**
- **performance reward grant scrutiny and review.**

Selective commissioning by-passes the stage of the commissioning specification being put out to open competition and instead proceeds straight onto working up an agreement with the pre-selected delivery organisation(s). This option will normally only be chosen because the potential negative impact of pre-selection is significantly out-weighed by the extra value added achieved. This option will also allow WNF to buy-in other mainstream funded activity providing there is a clear demonstration of additionality. It can also allow for specific delivery organisations to be identified who has tried and tested processes and principles. Any support given through selective commissioning will need to follow procurement law; this will need all previous commissioning briefs to have been developed with the flexibility to include additional resources and delivery opportunities for that activity.

Some interventions may not be a procurable service and in these instances direct bidding for grant will need to be considered.

There has been an on-going evaluation exercise being completed on all projects that have received performance reward grant funding until 30 September 2008.

A core group of the Deputy Chief Executive, a representative from WBP, and Service Director Business Transformation, have been considering and reviewing information supplied by the different organisations. Each lead officer from the LAA blocks have been interviewed as part of this process to enable a clear understanding of what provisions need to be continued and where funding may be sought if there is no potential to mainstream. This process has been concluded and a number of projects have been identified that require support from the 1 October 2008. Any project that fits this category will be recommended to WEP for approval. Economic Regeneration Officers will then work with each organisation to ensure clear targets are set and the required Service Level Agreement is awarded. Activities that do fit within this process will be funded from 1 April 2008, thus releasing resources back to PRG for distribution to other priorities.

Consideration is currently being given to the options of full commissioning being based around a Panel framework approach, similar to that operated by the North West Development Agency, or whether it is more appropriate for individual commissions based on individual interventions. As this work develops delivery arrangements may need to be amended to reflect the best solutions for Wigan.

All procurement requirements for Wigan Council will be adhered to.

3.3.1 Commission approaches

The action plan makes recommendations in relation to the priority interventions. The worklessness working/commissioning group have approved these approaches for delivery. Each commission approach will be reviewed by the worklessness working/commissioning group who will endorse recommendations based on the protocol below:

- Is there an existing provider who already delivers the service demonstrating value for money?
- Is this an area of activity that is a non-procurable service?
- Is this an innovative approach that is only being delivered in other areas of the country by specific delivery organisations that could be of benefit to Wigan?
- Is there mainstream provision that would align and add further value to the areas of activity?
- Is this activity already being commissioned by one of our partners who have a flexible enough commission brief that allows this area of activity to buy-in further support?

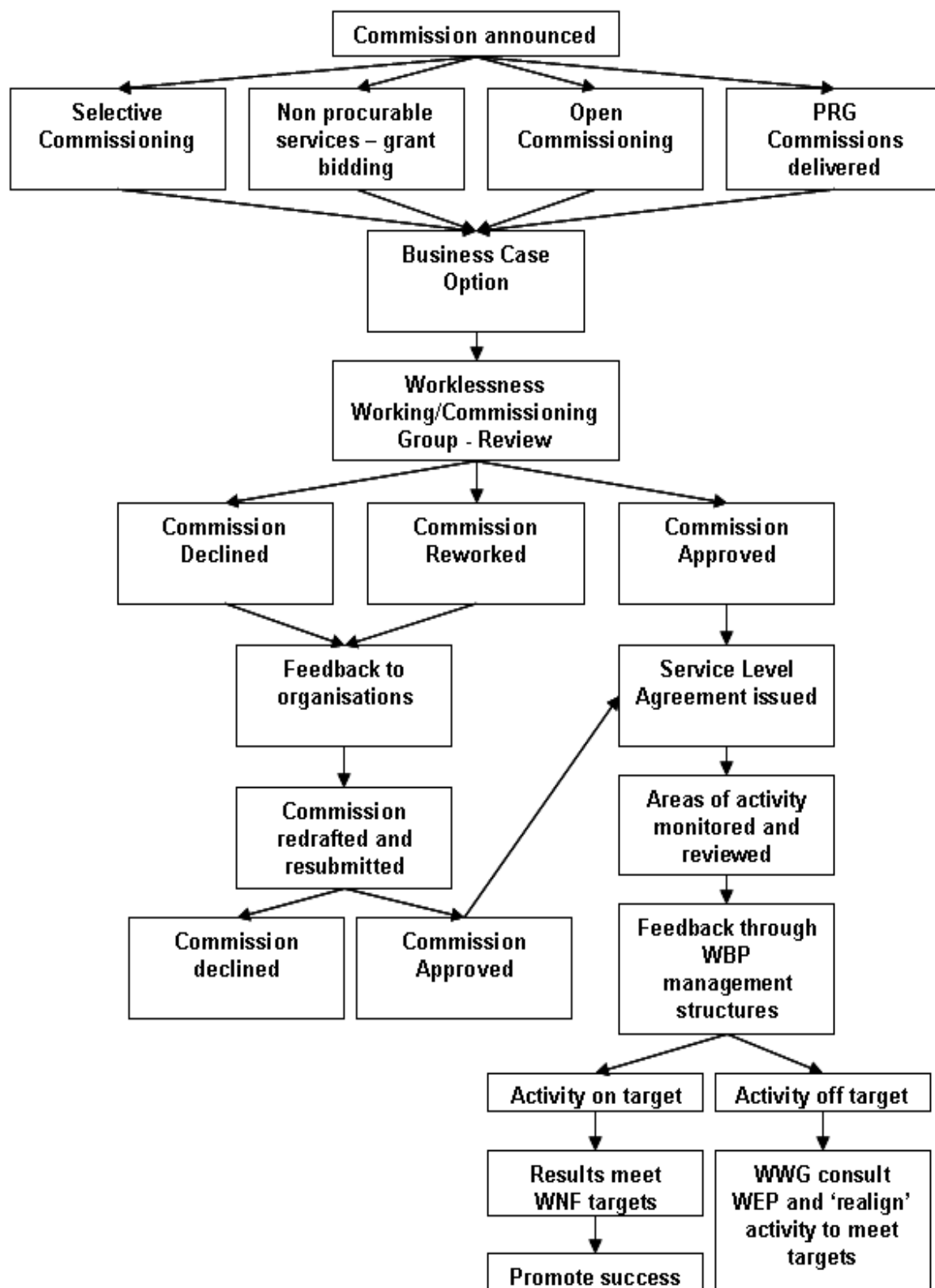


Figure 2 - Commissioning Framework

Figure 2 outlines the commissioning framework for delivery.

3.3.2 Threshold levels

To ensure that there is a clear framework for procurement Wigan Council’s top level procurement process map will be implemented. This follows the requirements of the Official European Journal process and conforms with procurements laws.

Less than £5,000

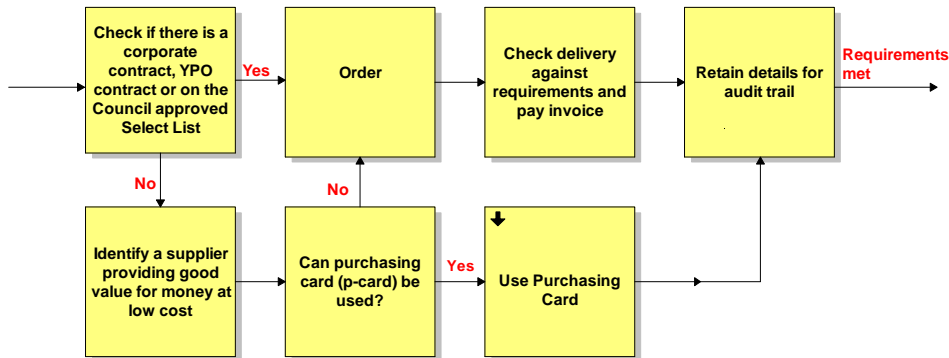
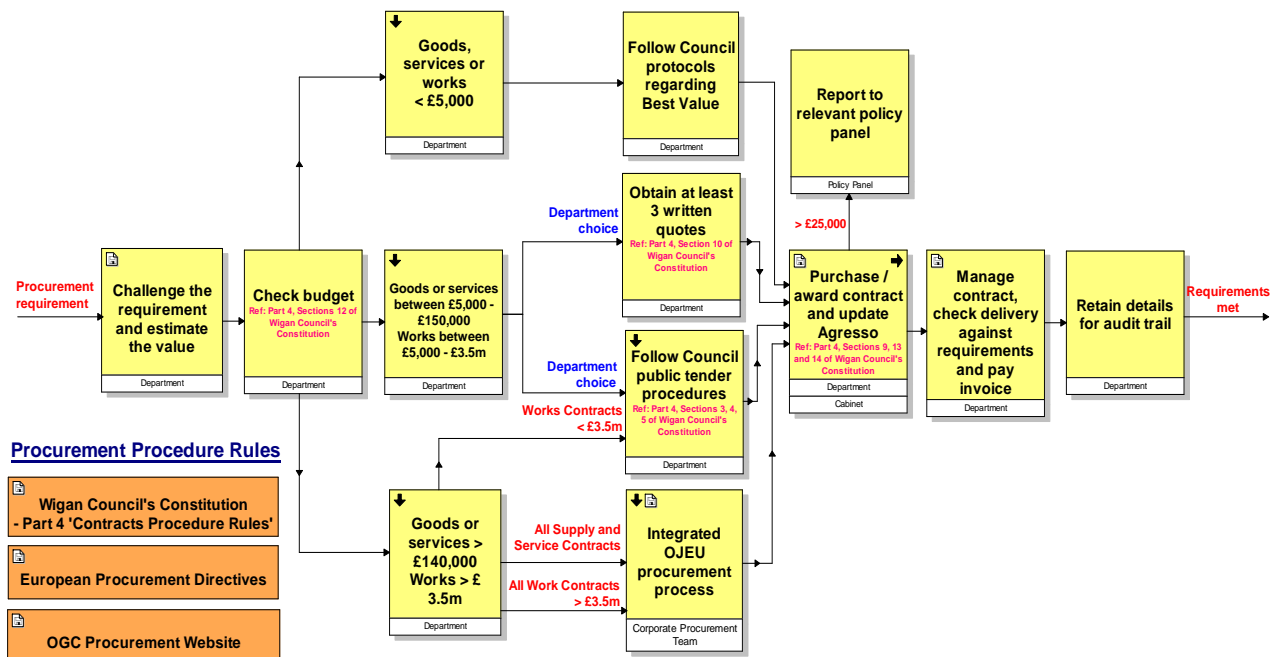


Figure 3- Wigan Council’s procurement process for less than £5,000

Procurement at Wigan Council



Procurement Procedure Rules

- Wigan Council's Constitution - Part 4 'Contracts Procedure Rules'
- European Procurement Directives
- OGC Procurement Website

Note: £140,000 has been used as a round figure proxy for the OJEU threshold £139,893.
 £3.5M has been used as a routine figure proxy for the OJEU threshold of £3,497,313

Figure 4 – Wigan Council’s procurement process for greater than £5,000

3.4 Definition of Contract Category

3.4.1 Works

Works contracts are contracts for the carrying out of civil engineering or building works or under which such facilities are provided to meet specific user requirements.

Work concession contracts are works contracts under which the consideration given by a public authority consists of or includes the right to exploit the work or works to be carried out under the contract.

Subsidised works contracts are works contracts to be awarded by a body other than a public authority for certain types of works where a public authority contributes more than half the cost.

Apart from the standard exclusions (e.g. secret project) there are no general exclusions from the regulations.

3.4.2 Supplies

Supply contracts are contracts for the purchase, lease, rental or hire of goods (including any siting or installation requirements).

Apart from the standard exclusions (e.g. secret project) there are no general exclusions from the regulations.

3.4.3 Services

Service contracts are contracts under which the purchaser engages with a contractor (service provider) to provide a service. Contracts not already covered in the works and supply regulations are swept up by the service regulations, with limited exceptions.

There are two categories **Part A** services and **Part B** services:

- **Part A Services** – Full application, regulations apply in full.
 - Maintenance and repair of vehicles and equipment services
 - Land transport services
 - Air transport services
 - Transport of mail by air and by land
 - Telecommunication services
 - Financial services including insurance and investment services
 - Computer related services
 - Research and Development services
 - Accounting, auditing and book keeping services
 - Market research and public opinion polling services
 - Management consultant services and related services

- Architectural, engineering, planning and related scientific and technical consulting services
- Advertising services
- Building cleaning services and property management services
- Printing and publishing services
- Sewage and refuse disposal services, sanitation and similar services

Part A Services are referred to as “priority services” and must be awarded in accordance with the provisions of the regulations.

- **Part B Services** – Partial Application, only subject to the requirements of the regulations applying to technical specifications and post award information.
 - Hotel and restaurant services
 - Rail transport services
 - Water transport services
 - Supporting and auxiliary transport services
 - Legal services
 - Personnel placement and supply services
 - Investigation and security services
 - Education and vocational educational services
 - Health and social services
 - Recreational, cultural and sporting services
 - Other services

Part B Services are referred to as “residual services” and only the provisions covering technical specifications and contract award notices apply to Part B services.

If a contract entails the provision of both **Part A** and **Part B** services the contract must be treated as a Part A contract if the value of the Part A service exceeds 50% of the total.

4 Delivery Strategy

Wigan Council will act as the accountable body for the Working Neighbourhoods Fund and as such, Cabinet recommends to the Wigan Borough Partnership that the Wigan Economic Partnership sponsors the commissioning of this funding in support of the principles set out in the strategy. This delivery will be reviewed as the new Local Strategic Partnership Structure is implemented. The new partnership structure for Economy, Environment, Culture and Housing will at that point become the new sponsor for the commissioning of WNF.

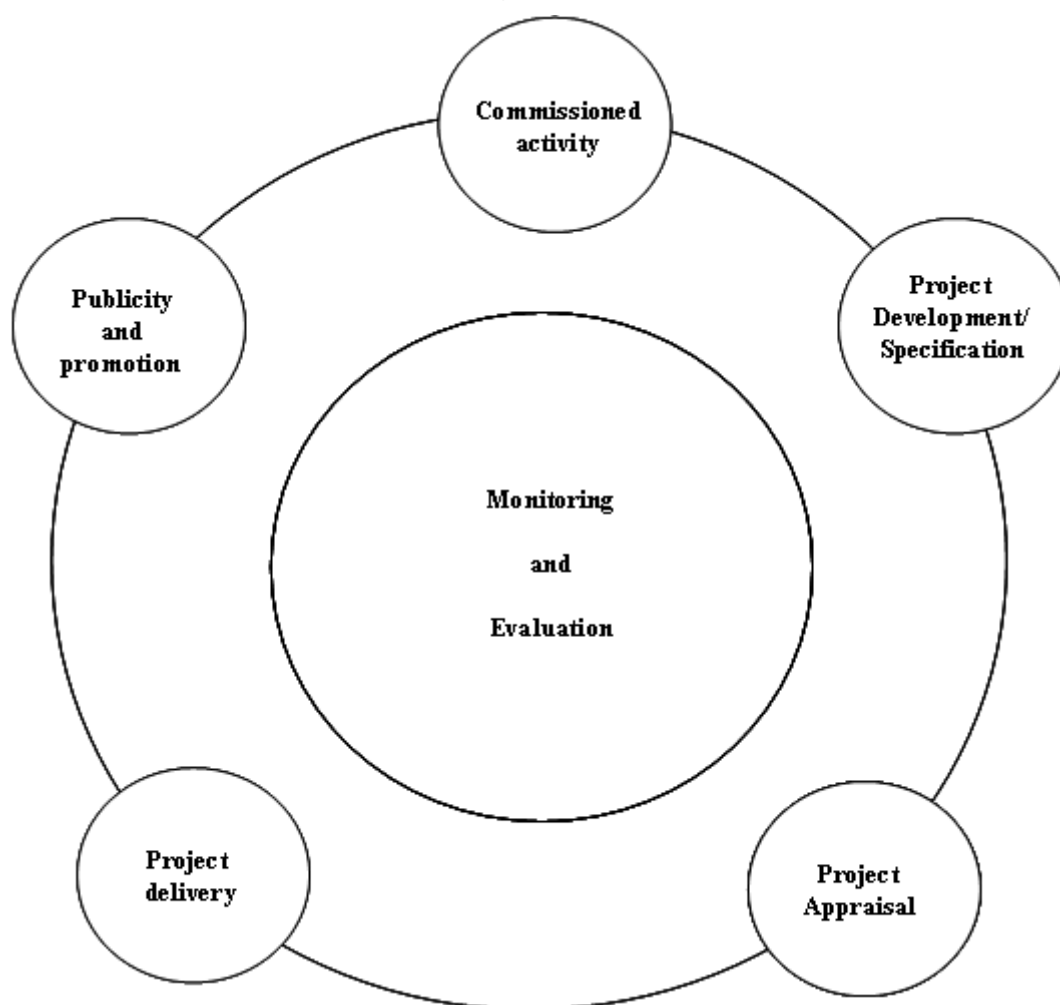


Figure 5 – Delivery Process

Figure 3 illustrates the delivery process.

4.1 Eligibility

There are two principles around eligibility, the communities in need and the organisations who can offer the required support.

Communities in need - worklessness analysis has illustrated that there are specific target areas that need intervention. These areas are the 32 target SOAs for worklessness in the borough. However there are pockets outside of the 32 SOAs that also demonstrate that additional support is needed. Attached at appendix 2 are the identified areas.

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.

Further work needs to be completed on this with the communities directly to ensure that a clear community area can be identified that gives a clear understanding to all on the eligible communities. It is important that WNF does not make mistakes that other regeneration programmes have where communities have been split by boundary lines.

Whilst concentration will be centered in the 32 target SOAs for worklessness in the borough and specific trends of need from the evidence base part of the strategy, there is an acceptance that a tolerance level needs to be implemented. The tolerance level will be 80 – 20, ensuring that 80% of the investment is targeted directly at the areas of need.

In the action plan and worklessness evidence there is further clarification on communities in need, specifically relating to interventions required. As there is recognition that not all communities in need will require all interventions.

Organisations - A key consideration is who is eligible to respond to commissioning opportunities. Variables that will be considered in determining eligibility are:

- Sectors - public, private, voluntary and community
- Status - charitable, incorporated with constitution
- Track record - experience of delivery of similar projects
- Accounts - level of funding previously managed
- Quality standards - IIP, etc.
- Project management experience
- Structure and staffing

It is important that through the process communities and organisations are not excluded. If collaborative, partnership or consortia proposals are presented then clearly the lead partner will be the one that will be assessed against eligibility as they will be the organisation taking collective responsibility for performance.

4.2 Project specification

All activities commissioned should:

- Demonstrate a clear link between the activity and the identified national targets specific to worklessness and those additional ones identified that

support the focus on reducing worklessness and increasing enterprise activity/area of work;

- Demonstrate clear thinking about the process of how the activity/area of work will achieve measurable impact on the gap;
- Be strategic – so that resources are targeted towards meeting the priorities of the strategy;
- Be realistic and based on evidence of what has worked elsewhere, or if a new initiative, then present strong research or evidence as to why the new approach will be successful;
- Have a measurable impact – so that the effect of specific interventions are clear at each stage of the activity/area of work;
- Empower people involving them in both the design and delivery of the activity/area of work;
- Be preventative wherever possible;
- Be capable of being mainstreamed;
- Identify good practise issues that can be sustained past the life of the original activity/area of work;
- If possible, be multi-agency so that there are a range of organisations each targeting one or more of the underlying issues but working together in a clear, accountable and structured organisational framework;
- Have a robust management approach with accountability, monitoring and reporting roles clearly defined;
- Emphasis should be on qualitative and sustainable rather than high volume outcomes, with recognition that specialist skills will be needed to achieve this. Specifically, the focus should be on the hard to reach and severely disadvantaged groups within the area of deprivation
- Additional funding sources whether organisations own or other external funding;
- Illustrates a clear exit strategy that demonstrates how being mainstreamed or continued via funding.

It is recommended that:

- No additional staff to be appointed on temporary contracts without detailed appraisal and confirmation of suitable exit plans;
- Resources can be allocated to mainstream services only where this helps to support changes in long term mainstream service or activity in the target neighbourhoods and a legacy strategy is in place.
- Resources can be awarded on a performance related basis where this is felt to be appropriate to the service and agencies involved.

Attached at appendix 3 is the template that organisations will be asked to complete when commissioning for work, guidance will be supplied to help delivery organisations in the completion of this form.

4.3 Appraisal

Initiatives brought forward through a commissioning process should be subject to appraisal in the same way as non-commissioned initiatives. WNF commissioned activity will be assessed against the following criteria:

- Strategy – links to targets, priorities and outcomes;
- Analysis – has an analytical approach been followed to problem solving;
- Good practice – is the commission based on good practice
- Impact – will the proposal target specific disadvantaged communities and will it compliment existing activity;
- Measurement – are the outcomes and outputs challenging, realistic and achievable;
- Management – does the delivery organisation have sufficient capacity, appropriate systems in place, etc;
- Value – does the proposal show value for money and is there a exit/forward strategy;
- Partnership working – identified and established partnership working is embedded into the process and delivery;
- Funding including match funding – consideration has been given to other funding sources to bring maximum benefit;
- Engagement – involvement of local people;
- Risk – identified and established ways of managing;
- Exit strategy – clear forward/legacy strategy.

Recommendations from this assessment will be presented to the Worklessness Working/Commissioning Group for consideration. The group may request further information or clarification prior to making a final recommendation to Wigan Economic Partnership. This may be in the form of additional supporting information in writing or in the form of a panel interview.

4.4 Approvals and contracting

Once the Worklessness Working/Commissioning Group has made its recommendations on delivery, those recommendations will be presented to a meeting of Wigan Economic Partnership. Organisations will be formally notified of WEP’s decision shortly after the meeting.

Should WEP not approve a recommendation of the Worklessness Working Group and select another organisation, then WEP’s decision will override the Worklessness Working Group. Should WEP not approve a recommendation of the Worklessness Working Group, and not select an alternative, then the

Worklessness Working Group will repeat the process of identifying suitable organisations again for the activity/area of work.

Once commissions have been approved Service Level Agreements (SLA) will be issued. Each service level agreement will contain information relating to the following:

- Nature of provision;
- Activity outcomes;
- Activity outputs and targets;
- Specific conditions attached to the approval of funding;
- Duration of agreement;
- Payment arrangements;
- Statement of grant arrangements;
- Progress reporting;
- Grant accounting requirements;
- Eligible expenditure (specifically as WNF is a revenue based allocation)
- Publicity;
- Specific legislation requirements;
- Breach of conditions and recovery of grant requirements.

These details have to be adhered to, specifically timescales set to ensure effective reporting to all structures through the WNF programme period and is an important requirement as part of the annual budgeting processes.

Attached at appendix 4 is a draft SLA

4.5 Publicity and promotion

Any approved commission must ensure that publicity is given to Wigan Borough Partnership and the Working Neighbourhoods Fund by making reference to the assistance offered. Projects should seek to incorporate WBP logo and the Department for Communities and Local Government logo in any information on the services/activities that have been supported.

A worklessness web page has been created that contains information relevant to worklessness in Wigan, including the feedback received from the what makes Wigan work conference, together with the strategy document. The web page will also publicise all commissioned activity, together with relevant documentation from meetings were approvals have been made.

This is a tool for all and any relevant web links can be added to this page to ensure that anyone accessing the site can obtain a wide spectrum of information on Worklessness in Wigan.

5 Value for Money

Value for Money (VfM) is the term used to assess whether or not maximum benefit has been obtained from the resources invested in a scheme, service or project.

Some elements of VfM may be subjective, difficult to measure, intangible and misunderstood. Judgement is therefore required when considering whether VfM has been satisfactorily achieved or not. It not only measures the costs of the goods or services, but also takes account of the mix of quality, cost, resource used, fit for purpose, customer satisfaction, timeliness and convenience to judge whether or not, when taken together, they constitute good value.

Other factors such as wider social (including local priorities, equity and access to services) and environmental impact, long term costs and benefits may also be relevant informing a VfM conclusion.

Overall, achieving VfM may be described in terms of the 'three Es' - economy, efficiency and effectiveness:

- **Economy.** Improving the price(s) paid for what goes into providing a service, whether on a unit costs basis or “whole life” costs, using the most appropriate measurers to demonstrate costs are known and managed. Doing less with fewer resources, i.e. making savings.
- **Efficiency.** Improving productivity e.g. doing the same as before, but with fewer resources (money, staff, space). Or, doing more than before with the same resources as now (or less).
- **Effectiveness.** Is a measure of the impact achieved and can be qualitative or quantitative.

When assessing VfM these principles have to be considered.

Value for money through WNF will be demonstrated in relation to:

- a) total project costs
- b) total gross public sector cost
- c) programme specific funding
- d) outcomes

If the targets/outputs of the area of activity does not have any comparator VFM figures from a national, regional or local level, the organisation commissioned must fully justify how the project represents VFM. The amount of information provided will need to be detailed and will be subject to appraisal. Development of relevant performance based data as the project progresses will assist in maintaining accountability.

National and regional evidence can be used to demonstrate the under provision of the area of activity being provided or the applicant can relate to evidence of need / demand for the project through consultation processes.

There needs to be a clear decision in relation to value for money as to whether it is increased numbers that is the key or whether it is the quality of the provision with long term sustainable end results.

The evaluation will help assess value for money in terms of qualitative measures.

5.1 Risk Assessment

The nature of some organisations that may be commissioned to undertake areas of activity will inherently have risk associated with them. Risk assessments will need to be identified to ensure all delivery organisations have the same opportunities.

Risk Matrix	Project Idea	
Applicant Organisation	Proven	Innovative
Established	Low risk	Medium risk
New	Medium risk	High risk

Table 2 – Risk Matrix

Table 2 illustrates the risk matrix that will be used to identify any organisation requiring project development support.

Third sector organisations may not have the financial capacity to deliver interventions without consideration being given to financial support upfront. As part of the risk assessment process an analysis will need to be completed on financial capability on each third sector organisation to ensure provision where necessary is made.

5.2 Benchmarks

The process of establishing benchmarks will be a continuous process informed through continuous monitoring and evaluation, data from previous projects and standard national comparator figures. Current established benchmark figures include:

Achievement of a skills for life qualification	£1,000 per learner
Achievement of a Level 2 Qualification	£1,400 to £2,000 dependent on subject
Achievement of a Level 3 Qualification	£1,800 to £2,800 dependent on subject
Assisting somebody currently claiming Incapacity Benefit to return to work	£2,200
Generic business start up	£2,000

Business start up and support for disaffected young people	£4,000
--	--------

Source: Skills – Learning and Skills Council; Benefits – Department for Works and Pensions; Business Starts – evaluation calculation from ERDF activities.

Table 3 - VFM Benchmarks

Benchmark data will be reviewed on a quarterly cycle to ensure that the most up-to-date analysis is used through the process. This will enable trends to be identified quickly and solutions to remediate presented prior to being commissioned.

6 Targets

Funding alone cannot deliver the objectives of significantly reducing worklessness and building the economic base of the most disadvantaged areas. Key to delivery are the targets and implementation plans that local areas agree in consultation with their partners in the private, community and voluntary sectors.

Wigan has currently been set the following Local Area Agreement (LAA) targets (primary targets) to illustrate improvements to worklessness indicators, these cannot be considered alone. Specific additional targets have been identified to demonstrate how these have contributed to the delivery of the reduction in worklessness in Wigan (secondary targets).

6.1 Primary Targets

Indicator(s), including those from national indicator set (shown with a *)		Baseline	LAA Improvement Target, including those to be designated (shown with a *), and including education and early years targets			Partners who have signed-up to the target and any which are acting as lead partner/s (shown with a *)
			08/09	09/10	10/11	
117	% 16 to 18 year olds who are not in education, training or employment (NEET)	2007/08 Wigan 8.16%	7.80%	7.50%	6.8%	Wigan Council LSC Wigan College
Actual number (based on 15,800 16 to 18 year olds)		1,289	1,232	1,185	1,074	
Change			57	47	111	
153 WNF	Working age people claiming out of work benefits in the worst performing neighbourhoods	Q2 2007 Wigan 32.39, NW 33.49, England 31.22	31.4	30	28	Wigan Council Primary Care Trust Job Centre Plus Probation service Wigan and Leigh Housing Wigan College Learning and Skills Council

Actual number based working age population of 29,284 in defined deprived areas		9,488	9,195	8,785	8,200	
Change			293	410	585	
*163 WNF	% of working age population qualified to at least Level 2 or higher	2006 Wigan 61.68%, NW 66.97%, England 68.08%	65.4%	67.3%	69.1%	Wigan Council * Learning and skills Council
Actual number based on adult working age population of 175,00 (19 to 59/64)		107,940	114,450	117,775	120,925	
Change			6,510	3,325	3,150	
*164 WNF	% of working age population qualified to at least Level 3 or higher	2006 Wigan 40.95%, NW 46.54%, England 47.84%	43.7%	45.0%	46.4%	Wigan Council * Learning and skills Council
Actual number based on adult working age population of 175,00 (19 to 59/64)		71,663	76,475	78,750	81,200	
Change			4,813	2,275	2,450	
*171 WNF	VAT registration	2006 Wigan 26.6%, NW 32.4%, England 38.8%	-			Wigan Council Business Link

Table 4- Primary Local Area Agreement Targets

6.2 Secondary Targets:

Indicator(s), including those from national indicator set (shown with a *)		Baseline	LAA Improvement Target, including those to be designated (shown with a *), and including education and early years targets			Partners who have signed-up to the target and any which are acting as lead partner/s (shown with a *)
			08/09	09/10	10/11	
7	Environment for a thriving third sector					Wigan Council Primary Care Trust Wigan & Leigh Housing
102a	Achievement gap FSM KS2 Level 4+ (English and Maths)	Latest data Wigan 20%	18%	16%	14%	Wigan Council Wigan College LSC
102b	Achievement gap FSM KS5 5+ A*-C (including English and Maths) and equivalent	Latest data Wigan 26.1%	24%	22%	20%	Wigan Council Wigan College LSC

Table 5 – Secondary Local Area Agreement Targets

Whilst the targets themselves are what worklessness will be judged, there is a need to identify specific outputs/outcomes that will support the attainment of these targets. Identified below are the output/outcome that can support the delivery of the target.

NI 117 - % 16 to 18 year olds who are not in education, training or employment (NEET)

- Number of 16-18 year olds entering further education
- Number of 16-18 year olds entering training
- Number of 16-18 year olds entering employment

NI 153 - Working age people claiming out of work benefits in the worst performing neighbourhoods

- Number of individuals assisted into training
- Number of individuals assisted into employment
- Number of individuals assisted into employment and still employed after 6 months
- Number of individuals assisted into part-time employment

- Number of individuals obtaining vocational qualifications
- Number of individuals undertaking basic skills training
- Number of individuals achieving Level 1 in literacy
- Number of individuals referred into the next stage of the worklessness cycle

NI 163 - % of working age population qualified to at least Level 2 or higher

- Number of individuals attaining level 2 or higher qualifications

NI 164 - % of working age population qualified to at least Level 3 or higher

- Number of individuals attaining level 3 or higher qualifications

NI 171 - VAT registration

- Number of businesses assisted
- Number of VAT registration
- Number of VAT de-registration
- Number of businesses assisted surviving after 18 months

NI 7 - Environment for a thriving third sector

- Number of individuals volunteering
- Number of social enterprises created
- Number of social enterprises assisted

NI 102a - Achievement gap FSM KS2 Level 4+ (English and Maths)

- Number of pupils/individuals achieving KS2 at Level4

NI 102b - Achievement gap FSM KS5 5+ A*-C (including English and Maths) and equivalent

- Number of pupils/individuals achieving KS2 at Level5 (5+ A*-C)

Translated figures have not been assigned the indicators 102a and 102b, as these indicators measure a gap between two ratios. It would be more representative if the indicator measured on the relative improvement of attainment of children in receipt of free school meals.

In the current economic climate this will provide a more rigid understanding of what is being delivered in the communities of need and supporting Government’s aspiration of eliminating child poverty by 2020.

7 Monitoring and Evaluation

7.1 Monitoring

To ensure effective management and monitoring of the worklessness strategy the following processes will be implemented based on the criteria below:

- There will be minimal flexibility in financial details as provided in the service level agreement. Carry over from one year to the next will not be readily acceptable.
- Over claiming is not acceptable.
- All projects must receive at least one monitoring/verification visit per year.
- Projects must provide targets through the life of the project; slippage will not be readily acceptable.
- Projects should submit quarterly claims with full breakdown of costs and targets.
- Mandatory quarterly progress reports.
- Maintenance of clear audit trails.
- On-going evaluation.
- Training for representatives from commissioned organisations.

7.2 How the criteria will be implemented

7.2.1 Pre-service level agreement meeting

Representatives from all organisations delivering a commission will be invited to attend an initial meeting prior to the SLA being issued. This will ensure all organisations have been given the opportunity to receive clear advice on:

- How to monitor performance of expenditure and targets;
- How to maintain suitable information to record expenditure and targets;
- Requirement to keep acceptable evidence to verify expenditure and targets.

Particular emphasis will be placed on the spreadsheets; these will form the basis of quarterly monitoring reports.

At the meeting the representative will be issued with a guidance pack which will include:

- Sample service level agreement
- Blank monitoring sheet
- Description of targets/outputs/outcomes
- Blank annual profile

- Details of relevant logos
- Blank asset register form
- Sample verification visit proforma
- Written summary proforma
- Contact list

7.2.2 Monitoring

All claims received will be checked for arithmetical accuracy and to identify underperformance against approved expenditure and output targets. Monitoring sheets will be used to monitor project performance towards achieving approved expenditure, including match funding and outputs as detailed in the service level agreement.

All projects will be required to provide a breakdown of expenditure and outputs with each monitoring return. This will ensure projects maintain up to date records of expenditure and targets on a regular basis

7.2.3 Monitoring visits

All projects will be visited at least once a year.

A schedule and record of visits will be maintained to ensure implementation and continuity.

Projects identified through the quarterly monitoring returns as under-performing will be prioritised for additional monitoring visits. This will allow problems to be identified at an early stage and corrective action taken.

A “project monitoring visit form” will be completed during the visit. Recommendations and actions to be taken will be noted on the form. The form will be signed and dated by monitoring officer and project officer. This information will also be used to update on progress.

Monitoring visits will specifically

- Check the effectiveness of management and monitoring systems in place within each organisation - the project’s management and monitoring systems must demonstrate that a clear audit trail exists.
- Check expenditure (including match funding) has been defrayed and evidence exists to verify expenditure and outputs.
- Check all expenditure and beneficiaries assisted are eligible.
- Identify possible shortfalls in either expenditure or targets.
- Ensure there is sufficient amount of match funding available.
- Ensure projects acknowledge Wigan Borough Partnership and Department of Communities and Local Government support.

The procedure for monitoring is illustrated in appendix 5.

7.3 Evaluation

Evaluation is critical and clear parameters will need to be implemented from day one of approvals so that evaluations can help in the way improvements can be made and to inform future support. There needs to be two forms of evaluation, commissioned activity and the process itself.

7.3.1 Evaluation of commissioned activity

Evaluations of commissioned activity should consider the following aspects:

- 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?

The primary objectives of any evaluation should be to:

- 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;
- 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;
- Identify the lessons from the area of activity for wider dissemination and, in particular, the future focus of the area of activity, stakeholder roles, on-going monitoring and final evaluation.

The secondary objectives are to understand what continued need there is for the area of activity and identify relevant good practice from elsewhere to inform any further support.

7.3.2 Evaluation of the commissioning process

The evaluation of the commissioning process is just as important as the areas of activity supported. This is why the following questions will be asked of the process from day one to ensure any corrective action can be taken as necessary:

- Did the process generate activities that met the worklessness objectives?
- Did the commission specifications accurately reflect the intentions behind the areas of activity?
- Did the commission specifications effectively communicate these intentions to potential applicant organisations?

- Were the organisations commissioned to deliver reflective of the target communities?
- Did the activities commissioned reflect the commissioned specifications?
- Did commissioned activities achieve the intended targets/outcomes?
- Did the commissioning process adhere to the specified timetable?

There is no right or wrong way to do evaluations; however, independent overview is essential. This allows for clear impartiality in any findings and that the evaluation presents the correct position.

The Economic Regeneration Office has produced an evaluation toolkit in support of previous regeneration programme activity. This toolkit will be made available to all commissioned organisations.

Evaluation is an area of activity that will be commissioned and is detailed in the action plan.

8 Commissioning Timetable/Timescales

To ensure that the introduction and implementation of the commissioning process has direction a series of timescales will be identified with key dates.

8.1 Round 1

Commissioning brief published:	19 September 2008
Deadline for submission of proposals:	17 October 2008
Completion of proposal appraisals:	24 October 2008
Approval of proposals at WWG:	5 November 2008
Recommendations to WEP:	6 November 2008
Commission activity start date:	7 November 2008

8.2 Round 2

Commissioning brief published:	7 November 2008
Deadline for submission of proposals:	5 December 2008
Completion of proposal appraisals:	19 December 2008
Approval of proposals at WWG:	7 January 2009
Recommendations to WEP:	15 January 2009
Project start date:	30 January 2009

8.3 Round 3

Commissioning brief published:	30 January 2009
Deadline for submission of proposals:	27 February 2009
Completion of proposal appraisals:	13 March 2009
Approval of proposals at WWG:	18 March 2009
Recommendations to WEP:	27 March 2009
Commission activity start date:	1 April 2009

This cycle would continue as required each financial year until 2011 dates will be published on the worklessness webpage on the internet. Any commission that needs to follow the Official European Journal process could take up to 6 months to receive approval. ERO will work with officers throughout this period to ensure that timescales are kept the minimum necessary.

9 Contact Details

Patricia Evans

Policy and Programmes Manager

Environmental Services Department

Regeneration & Protection Division

Economic Regeneration Office

Gateway House

Standishgate

WIGAN WN1 1AE

Telephone: 01942 828948

Email: patricia.evans@wigan.gov.uk

Christine Bainbridge

Resource Procurement and Development Manager

Environmental Services Department

Regeneration & Protection Division

Economic Regeneration Office

Gateway House

Standishgate

WIGAN WN1 1AE

Telephone: 01942 828960

Email: c.bainbridge@wigan.gov.uk

Kevin Walsh

Senior Regeneration Officer (Policy & Programmes)

Environmental Services Department

Regeneration & Protection Division

Economic Regeneration Office

Gateway House

Standishgate

WIGAN WN1 1AE

Telephone: 01942 828954

Email: kevin.walsh@wigan.gov.uk

10 Appendix 1 - Worklessness Working Group Terms of Reference

10.1 Introduction

The Worklessness Working Group was established under the mandate of the Local Strategic Management Group, part of the Local Strategic Partnership (LSP) structure in Wigan. Its purpose is to provide support and guidance in the development of Wigan’s strategy to address the key issues of high levels of worklessness, low skill levels and low levels of enterprise.

The purpose of this document is to define clear guidelines about the way in which the Group will work and operate. It is intended to be used a reference for current Group Members and in particular sets out the principles of how they should conduct the business of the Group.

10.2 Terms of reference

10.2.1 Group values and beliefs

The Group will adhere to a common set of values:

- Equal rights and equal responsibilities.
- Commitments to equality of opportunity for all people, regardless of race, age, disability, gender, sexual orientation or religion.
- All Group Members are accountable for their actions. All actions must work to core principles of fairness, integrity, objectivity, openness, honesty and leadership.
- Effective communication and collaboration between all levels of the voluntary, public and private sectors. This will be achieved through more effective sharing of information and through learning from action.
- Recognition of the added value that all sectors will achieve by working together.
- Ensure that all partners and the wider community are fully engaged in, and feel ownership of the Worklessness Strategy.
- Include basic principles such as equity and openness.
- The Group is a non-political body.
- Wherever possible, decisions are to be reached on the basis of consensus. Minority views will be sympathetically considered but following full discussion should not prevail over the majority.

10.2.2 Group responsibilities

The Group will work within the structure of the Local Strategic Partnership to support the development of Wigan’s Worklessness Strategy. The Groups specific responsibilities will include:

- Provide support and guidance on the Worklessness Strategy document through constructive feedback.
- Provide support and guidance on the action planning process through constructive feedback.
- Provide support and guidance on the development of the Commissioning Framework through constructive feedback.
- To actively contribute to the creation of documents as required.

The Group will not have final sign off authority for the Worklessness Strategy; this will remain within the appropriate LSP Structures.

10.3 Group Membership

10.3.1 Principles of membership

The number of members within Group will balance the need to be inclusive and open for a wide number of partners with the need to remain small enough to provide effective leadership and decision making. It is recognised that the membership of the Group will include people from different organisations and backgrounds. It is also recognised that members will bring to the Group their own individual expertise and agendas from their organisations. However, it is expected that the Group will work collectively towards the common goal of supporting the development of the Worklessness Strategy.

10.3.2 Qualities of membership:

- Members should have a commitment to improving the Borough as a place for people to live and work.
- Members should have a commitment to the purpose of the Group.
- Appointments to the Group need to balance the individuals' ability to contribute with the requirement that key partners and sectors need to be represented and involved.
- Individual members should ideally be senior representatives from key partner organisations or sectors.
- Members should have the authority to represent their organisation or sector.

10.3.3 Responsibilities of membership:

- Where appropriate, members should ideally represent their sector or network, and not their specific organisation.
- Members should collectively act in the interests of the wider Borough Community.
- To relay and explain the decisions of the Group within their organisation, sector or network.

10.3.4 Substitute members

If a Group Member is unable to attend a meeting then a stand in representative may attend. However, this should be avoided if at all possible to ensure continuity of work.

10.4 Group meetings

The Group meetings are the principle mechanism for conducting the business of the Worklessness Working Group. Some business may be undertaken using e-mail.

10.4.1 Meeting schedule

There will be no set meeting schedule. Meetings will be organised to reflect the level of work required. Once the work has been completed, the Group will disband.

10.4.2 Meeting agenda and notes

The meeting agenda and papers will normally be circulated at least a week in advance. In preference to formal minutes, notes and action points will be taken at the meeting, and normally circulated within two weeks.

10.4.3 Confidential information disclosure

The Group has a responsibility to effectively communicate both internally and externally. By default, all Group discussions/decisions/information are deemed suitable for public disclosure and meeting notes and information relating to the business of the Group will be publically available. However, it is recognised that in certain circumstances (e.g. commercial sensitivity), Group business may be considered confidential. It is important that any such requests for confidentiality are clearly communicated within the Group to ensure that publicly available notes or information reflect such requests.

10.5 Group Code of Conduct

The Group will maintain and promote the highest standards of conduct and integrity. Each member of the Group agrees to abide by the principles contained within the following Code of Conduct:

10.5.1 Declaration of prejudicial interests

Members must declare to the Chairperson any prejudicial interest in a matter under consideration by the Group. Prejudicial interests include matters which a member of the public may consider likely to influence that Member's judgement. The Chairperson may use their judgement, or seek the consensus of the meeting, to decide the most appropriate action, including:

- Requesting the Member to withdraw from the meeting
- Allowing the Member to remain in the meeting as an observer, authorised to speak on request.

- Allowing the Member to fully participate in the meeting, but with the prejudicial interest formally noted.

10.5.2 Declaration of personal interests

Members must declare to the Chairperson, any personal interest in a matter under consideration by the Group. Personal interests include Group matters that may affect:

- The Member personally
- Relatives of the Member
- An organisation employing the Member or their relatives
- An organisation in which the Member or their relatives have a financial interest.

Involvement in the affairs of another public sector organisation or voluntary association by a member of the Group is not automatically construed as an interest.

The Chairperson may use his judgement, or seek the consensus of the meeting, to decide the most appropriate action, including:

- Request the Member to withdraw from the meeting
- Allow the Member to remain in the meeting as an observer, authorised to speak on request.
- Allow the Member to fully participate in the meeting, but with the personal interest formally noted.

10.5.3 Interests in other organisations

Members are required to provide information about any involvement in a public organisation which may be in conflict with the interests of the Group. A public register of such outside interests will be maintained by the Councils Economic Regeneration Office (ERO) under the supervision of the Chairperson.

Members should notify the Chairperson of membership of any organisation that is not open to the public, and which has secrecy about its rules of membership or conduct. Such membership need not be declared on the register.

10.5.4 Equality

All members, and any person with whom the partnership has a working relationship, have the right to be treated with fairness, equity and without discrimination or harassment. This right is irrespective of their age, gender, race, religion, colour, marital status, sexuality, or any disability.

Group members must promote equality by:

- Not discriminating unlawfully against any person

- Treating others with respect
- Not doing anything which may compromise the impartiality of those who work for or on behalf of the Group.

10.5.5 Respect for confidentiality

The Group may from time to time receive information from its members and make decisions on confidential matters. Members must not disclose such confidential information to any parties outside the Partnership, unless authorised consent has been given by the originator of the information.

Members should not prevent an individual from gaining access to information to which that person has a legal entitlement. (Advice on this matter can be provided upon request).

10.5.6 Disrepute

Members must not conduct themselves in any way that might be reasonably regarded as likely to bring the Group into disrepute. Members must not use their position on the Group to secure personal advantage for themselves or any other individual. Members should take notice of advice given by relevant officers of the Council, Police and other similar bodies together with other guidance from the Local Authority or other statutory bodies.

10.5.7 Gifts, favours and hospitality

When representing the Group, members should not accept personal gifts, favours or hospitality from any organisation seeking a commercial relationship or advantage with the Group, partner organisation or any other organisation represented within the LSP.

10.5.8 Contravention of the Code of Conduct

Group members have a duty to report any contravention of this Code of Conduct directly to the Chairperson.

10.6 Principles of Community Cohesion

10.6.1 Valuing people in neighbourhoods

Wigan Borough is made up of many different communities. Some are small neighbourhoods with a strong history. Some are newer and include people of different race, religion and background. All of them are important. Wigan Economic Partnership recognises that the strength and vitality of the Borough depends on local people. We are therefore committed to making the most of what we have locally, encouraging people to feel part of where they live and to contribute to the everyday life and well being of the area. Our principles are:

- We recognise and value what people can contribute because of their different backgrounds and circumstances.
- We support a common vision and want to see all the different communities in the Borough working towards common goals.

- We want to make sure that strong and positive relationships are developed between people of different backgrounds, in the workplace, in our schools and in our neighbourhoods.
- We want to develop a common attitude of zero tolerance of racism and discrimination, making sure that everyone has similar life opportunities.
- We believe that we need to focus our work towards young people to build awareness and tolerance throughout our communities.

10.7 Declaration of Interests form

The Worklessness Working Group is part of the Local Strategic Partnership for the Borough of Wigan. It is important that any outside activity of individual members does not conflict with the interests of this Partnership. The Group has adopted a code of conduct to help provide guidance on avoiding conflicts of interest. Group members should complete this form to record their potential conflicts of interest. In case of doubt members should seek advice from the Chairperson or the Councils Economic Regeneration Office. This information will be subject to public disclosure.

I, the undersigned wish to declare that I have the following potential conflict of interest(s) in respect of a business, company, organisation, contract or other matters outside the Group and LSP:

Signed: _____

Print Name: _____

Organisation / Role _____

Date: _____

Counter Signed: _____

Print Name: _____

Organisation / Role; _____

Date: _____

11 Appendix 2 - Communities in Need

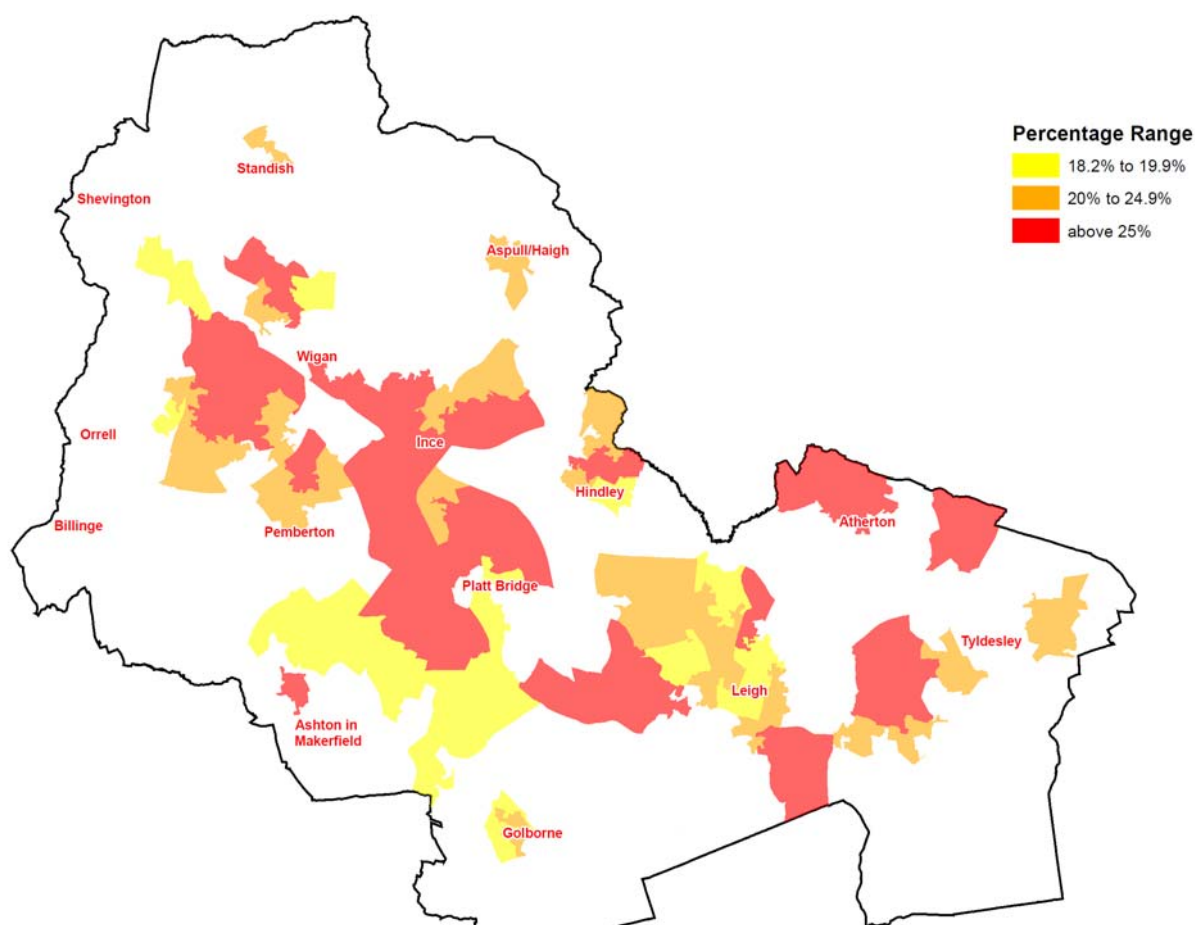


Figure 6 – Map showing target areas (red)

LSOA Name	Post 2004 Ward	Worklessness Rate (May 07)
Worsley Hall	Douglas	46.0%
Scholes	Wigan Central / Ince	42.7%
Higher Ince	Ince	39.8%
Worsley Hall North	Douglas	39.3%
Marsh Green West	Pemberton	38.3%
Worsley Mesnes North	Worsley Mesnes	37.7%
Westleigh East	Atherleigh	37.6%
Hag Fold North	Atherton	35.9%
Marsh Green East	Pemberton	35.6%
Norley East	Pemberton	35.3%
Higher Folds North	Leigh East	35.0%
Hag Fold South	Atherton	34.5%
Platt Bridge North East	Abram	33.3%
Hag Fold East	Atherton	32.9%
Darlington Street East	Ince	31.8%

Plank Lane / Crankwood	Leigh West	31.4%
Shakerley	Tyldesley	31.4%
Woodcock Drive Estate	Abram	30.9%
Hag Fold West	Atherton	30.8%
Siddow Common	Leigh South	30.6%
Beech Hill West	Wigan West	30.6%
Scholes / Birkett Bank	Ince	30.0%
Chapel Fields Estate North	Hindley	28.2%
Platt Bridge North	Abram	27.4%
Lower Ince	Ince	27.3%
Wentworth	Bryn	26.7%
Springfield / Wigan Town Centre	Wigan West / Wigan Central	26.4%
Higher Ince / Manchester Road	Ince	26.3%
Smithwood	Hindley	26.2%
Higher Folds South	Leigh East	26.1%
Lower Ince / Ince Green Lane	Ince	26.0%
Warrington Road West	Leigh South	25.3%
	Average	32.4%

Table 6 – List of target areas

12 Appendix 3 – Sample Project Specification

Please e-mail completed application form to Kevin.Walsh@wigan.gov.uk by **(insert time and date)**

Alternatively, please ensure two printed copies are delivered by 5-00 pm on **(insert date)** to the reception of:

Economic Regeneration Office
Environmental Services Department
Regeneration & Protection Division
Economic Regeneration Office
Gateway House
Standishgate
WIGAN WN1 1AE

Marked clearly: **For the Attention of Kevin Walsh**

Due to our tendering regulations, extensions to submission deadlines can not be permitted. It is the applicant's responsibility to ensure that project specifications are delivered to the reception desk of the Economic Regeneration Office by the deadline, using the correct paperwork and applying for the correct activity/area of work. No changes can be made to a project specification once this deadline has passed.

Receipt of project specifications will formally be acknowledge within one week of the deadline (by email wherever possible), so if you have not received confirmation by **(insert date)**, you should contact Kevin Walsh on 01942 828954 (Kevin.walsh@wigan.gov.uk). You are advised to obtain proof of delivery of project specifications as only in cases where such evidence is available but the project specification has not been received will project specifications be accepted beyond the given deadlines.

The submission of this document will be the only opportunity for your organisation to present written information to the Worklessness Working Group. The information contained within this document will be used to make the decision as to which organisation is commissioned to complete the activity/area of work. Please be as comprehensive as possible and ensure all **relevant** information is included, but also try to be as concise as possible. Although the submission will not be judged on readability, please remember poor grammar, punctuation and spelling may detract from the content being presented, making it difficult for the reviewer to understand the meaning and relevance. Please do not include supplementary documents or brochures.

When completing the application, please use only Arial 12 point font.

Whilst the project specification is activity/area of work specific, and will be assessed as such, the Worklessness Working Group is looking to identify innovative organisations who can contribute to reducing worklessness in the

Borough. This process will help the group to identify such organisations for future commissioning work.

The Worklessness Working Group may well request further information or clarification prior to making a final recommendation to the full Wigan Economic Partnership. This may take the form of a panel interview process.

Application Form

Activity/Area of work:

--

Section 1 – Contact details

Name of applicant organisation (or lead organisation if partnership)	
Address	
Legal status of Applicant Organisation (Private company, charity etc.)	
Contact name	
Contact telephone	
Contact fax	
Contact e-mail	
Organisation web site	
If partnership, please list other organisations	

Section 2 - Activity/Area of work summary

Question 2a - Brief summary of proposed activity/area of work	
Question 2b -Funding required	
Question 2c - Start date	
Question 2d - End date	

Section 3 – Details of activity/areas of work

<p>Question 3a - Who will benefit from this activity/area of work? (specify any geographic focus)</p>	
<p>Question 3b - How will the proposed beneficiaries be reached? (please identify and highlight any innovative approaches)</p>	
<p>Question 3c - What targets will you achieve and how will they be achieved, please be specific</p>	
<p>Question 3d - What outputs/outcomes will you achieve and how will they be achieved, please be specific</p>	
<p>Question 3e - Who will deliver this activity/area of work? (if applying as a partnership, please detail partnership responsibilities including financial contributions)</p>	
<p>Question 3f - If not applying as a partnership detail what other partners are involved in the activity/area of work and what they are contributing financially to the proposal.</p>	
<p>Question 3g - How will the activity/area of work be marketed and publicised to potential beneficiaries</p>	

<p>Question 3h - What is the exit strategy? Clearly illustrate at what point activity being mainstreamed</p>	
---	--

Section 4 – Financial Information

<p>Question 4a - What is the breakdown of the budget required to deliver this activity/area of work?</p>	
<p>Question 4b - Match funding needs to be indentified and confirmed together with clear breakdown against costs</p>	

Section 5 – Management Framework

<p>Question 5a - How will the overall activity/area of work be managed? (if applying as a partnership please detail management structures and procedures)</p>	
<p>Question 5b - How will the performance of the activity/area of work be monitored and reported?</p> <p>Please use this section to detail any relevant experience you may have of monitoring and reporting projects, especially for activities/areas of work with multiple funding streams. If you have no experience of monitoring and reporting such projects, please detail how you will address this key requirement</p>	

Section 6 – Relevant experience

<p>Question 6a - Please detail your organisations experience of working with the specified client group</p>	
<p>Question 6b - Please detail any relevant experience of working within areas of deprivation</p>	
<p>Question 6c - Please provide details of your organisations most successful relevant project, including why you believe it was successful</p>	
<p>Question 6d -Please provide details of your organisations least successful project, including why you believe it was unsuccessful and what you have learned from the project.</p>	
<p>Question 6e -Please provide details of your organisations experience of delivering successful externally funded projects</p>	
<p>Question 6f - Please provide details your organisation may have in successful partnership working</p>	

13 Appendix 4 – Sample Service Level Agreement

Provision of WNF Funding 2008-2009

Named Activity:

Between:

Wigan Council (Accountable Body) acting for the Wigan Borough Partnership

Contact Address

Wigan Council

Environmental Services Department

Regeneration & Protection Division

Economic Regeneration Officer

Gateway House

Standishgate

Wigan WN1 1AE

01942 828929

And

Contact Address:

Issued 2008

1	<p>Nature of Provision</p> <p>The projects aims:</p>
2	<p>Project Outcomes</p> <p>The project will contribute to the following LAA Targets:</p>
3	<p>Project Outputs/Targets</p> <p>The project will delivery the following outputs and targets:</p>
4	<p>Specific Conditions Attached to the Approval of Funding</p> <p>Wigan Economic Partnership have attached the following conditions to the approval:</p>
5	<p>Duration of Agreement</p> <p>The Partnership has approved a revenue grant of is £(Insert total) in total for the financial year 2008/09</p> <p>(Grant can only be claimed for actual expenditure incurred from 1 October 2008 and paid for by 31 March 2008.)</p>
6	<p>Payment Arrangements</p> <p>Wigan Council projects can use the one bill system to process the grant claim (using the recharge code provided by the programme management team), but are still required to process the claim and send in quarterly spend return with supporting evidence, to the programme management team in line with the timetable set out in section 7.</p> <p>Other projects must invoice Wigan Council for payment of their claims and include the Statement of Grant form and supporting evidence with the invoice in line with the timetable set out in section 7. The invoice should be sent to the programme management team at the Economic Regeneration Office.</p>
7	<p>Statement of Grant</p> <p>The project is required to submit all payment claims relating to expenditure via invoice or one bill and provide a statement of grant (supported by evidence of expenditure to back up the claim) to the programmes management team in the Economic Regeneration Office as follows</p> <p>Expenditure incurred £(insert total)</p> <p>Expenditure incurred or accrued £(insert total). no later than (insert date)</p> <p>Failure to submit invoices/one bill claims by this deadline and provide the statement of grant form, with supporting evidence, on time will result in delays in</p>

	processing the payment and may even lead to the grant payment being withheld.
8	<p>Progress Reports</p> <p>(insert name of deliverer) is required to report to the projects progress on a quarterly basis. All reports need to be submitted in line with the timescales set below:</p> <p>(insert dates)</p>
9	<p>Grant Accounting</p> <ul style="list-style-type: none"> • The project must ensure that the requirements set out in this Service Level Agreement are complied with and in particular must identify in advance any significant changes to the approved project activity and the agreed outputs/outcomes and these must be approved by the partnership before any changes can be implemented. • must establish effective project performance monitoring and financial systems so that the outputs and costs can be clearly identified and the propriety and regularity of all payments and handling of the grant is ensured. • shall maintain a sound system of internal financial controls and take adequate measures to safeguard against fraud and theft. All cases of fraud or theft, whether proven or suspected, relating to grant paid under this determination, will be referred to the Government Office. • must maintain reliable, accessible and up-to date accounting records with an adequate audit trail for all expenditure funded by WNF grant. Prime documents such as original invoices, receipts, accounts and deeds, and other relevant documents, whether in writing or electronic form, in accordance with legal and accounting requirements, and must be kept for at least seven years after the completion of the project. • must be available for inspection and scrutiny at any time by the accountable body (Wigan Council), the Government Office or anyone acting on their behalf or by the National Audit Office. • on request, submit properly audited/certified accounts to the accountable body (Wigan Council).
10	<p>Fixed Assets</p> <p>Projects are required to keep a register of fixed assets over £5,000 purchased wholly or partly using WNF grant and submit this information at the end of the financial year. This information should be provided at the end of each financial year using the template provided in Annex 2.</p> <p>If fixed assets are sold or their ownership transferred whilst they have any economic value, the project must notify the accountable body (Wigan Council) as soon as possible</p> <p>The project shall not allow a third party to take charge on any fixed asset funded wholly or partly by the WNF grant.</p>
11	Eligible Expenditure

	<p>Eligible expenditure means payments made by the project in respect of the delivery of the service approved by the Partnership.</p> <p>Eligible expenditure does not include:</p> <ul style="list-style-type: none"> a) contributions in kind; b) payments for activities of a political or exclusively religious nature; c) depreciation, amortisation or impairment of fixed assets; d) input VAT reclaimable e) interest payments or service charge payments for finance leases; f) gifts, other than promotional items with a value of no more than £10 in a year to any one person; g) entertaining; and h) statutory fines, criminal fines or penalties. <p>The project shall not incur liabilities for eligible expenditure before there is an operational need for it to do so. The project shall not pay for eligible expenditure sooner than the due date for payment.</p> <p>For the purpose of defining the time of payments, a payment is made by the project when money passes out of its control. Money will be assumed to have passed out of such control at the moment when legal tender is passed to a supplier (or, if wages, to an employee), when a letter is posted to a supplier (or employee) containing a cheque, or an electronic instruction is sent to a bank to make a payment to a supplier (or employee) by direct credit or bank transfer.</p>
<p>12</p>	<p>Publicity</p> <p>The project must ensure that publicity is given to the WNF grant by making reference to the assistance offered through the WNF programme and give credit to this support by drawing attention to the benefits and opportunities that are being funded by the WNF grant supported by the Local Strategic Partnership.</p> <p>Projects should seek to incorporate information on the services/activities funded with support from WNF on their websites to improve access to services/activities. Details of the website address should be provided to the programmes management team and it will be added as a link to the LSP website pages.</p> <p>The LSP logo should be incorporated on any websites, publications, letters, press releases and materials produced to promote the service/activities funded with support from WNF.</p> <p>Examples of any publicity/service materials produced by the project during the financial year should be attached with the progress reports</p>
<p>13</p>	<p>United Kingdom Law</p> <ul style="list-style-type: none"> • The project must take all reasonable steps to ensure that they, or anyone acting on their behalf, take all the necessary steps to secure the health, safety and welfare of all persons involved in the project; and comply with the

	<p>law for the time being in force in the United Kingdom, including, in particular (so far as binding on the Project), the requirements of the Health and Safety at Work Act 1974, Data Protection Act 1998, the Human Rights Act 1998, the Sex Discrimination Act 1975, the Race Relations Act 1976, the Race Relations (Amendment) Act 2000, the Disability Discrimination Act 1995 and the Employment Equality (Age) Regulations 2006.</p> <ul style="list-style-type: none"> • The Local Strategic Partnership (Wigan Borough Partnership) and Wigan Council is committed to a policy of equal opportunities in the delivery of services and decision-making and applies these principles to all projects. In accordance with the Commission for Racial Equality and the Equal Opportunities Commission Codes of Practice, no participants in the programme and project should receive less favourable treatment of the grounds of gender sexuality, marital status, religion, social class, race, ethnic origin, nationality or age. • All necessary steps must be taken to secure the health, safety and welfare of all persons involved in the scheme. • The project will, where relevant, ensure free and fair competition in the letting of any contracts involving WNF funds. • The project shall, where relevant, use its best endeavours to employ residents of the Borough of Wigan. • Where projects involve capital expenditure, priority should be given, subject to UK Government and EC Legislation, to the use of local contractors. A list of appropriate contractors is available through the Wigan Borough Partnership. • The project is responsible for obtaining all necessary statutory consents. Partnership approval does not convey any such consent.
<p>14</p>	<p>Breach of Conditions and Recovery of Grant</p> <p>Payment of grant will be made subject to compliance with the conditions set out in the Service Level Agreement and on satisfactory progress being made in achieving the outputs and outcomes set out in the project proposal approved by the Partnership and any subsequent agreed written alterations to this document</p> <p>If the conditions are not complied with, or if any overpayment is made under this grant or any amount is paid in error, or if any of the events set out below occurs, the lead Partnership may request the accountable body (Wigan Council) to suspend, reduce or withhold the WNF grant or may require all or part of the WNF grant to be repaid</p> <ul style="list-style-type: none"> a) the project purports to transfer or assign any rights, interests or obligations arising under this determination without the prior agreement of the Partnership and accountable body (Wigan Council); b) any information provided in any application for grant monies payable under this determination, or in any subsequent supporting correspondence is found to be significantly incorrect or c) other circumstances have arisen or events have occurred which are likely to

	<p>significantly affect the projects ability to contribute to the achievement of the neighbourhood renewal floor targets and outcomes</p> <p>Should such circumstances arise then the amount of grant repayable will be determined by the lead Partnership and notified in writing to the project. The sum notified will immediately become repayable.</p>
<p>15</p>	<p>Agreement</p> <p>If you wish to accept this Agreement, please sign both copies of this agreement in the space indicated and return one signed copy of the agreement to the Accountable body (Wigan Council) and retain one set your own records.</p> <p>I accept the Terms and Conditions of the grant as outlined in this letter</p> <p>Name.....</p> <p>Position</p> <p>Organisation.....</p> <p>Signature.....</p> <p style="text-align: center;">(Authorised to sign on behalf of the project organisation)</p> <p>Date.....</p>

14 Appendix 5 - Procedure for Monitoring WNF projects against Performance

