

DWP City Strategy Pathfinder

A new approach to supporting economically inactive individuals
into employment

South Yorkshire Employment Consortium

BUSINESS PLAN

Contact	Tony Tweedy
Position	Head of Lifelong Learning & Skills Sheffield City Council
Address	Lifelong Learning & Skills Crookesmoor Road Sheffield City Council S6 3FP
Telephone	0114 266 7503
Email	tony.tweedy@sheffield.gov.uk

Table of Contents

1. VISION AND STRATEGY 1

2. THE VISION..... 1

3. STRATEGY 1

 STRATEGIC OBJECTIVES 1

4. MILESTONES..... 1

6. STRATEGIC FIT: REGIONAL AND SUB-REGIONAL 2

8. STRATEGIC FIT: LOCAL AREA AGREEMENTS 4

9. LOCAL CONTEXT 5

GEOGRAPHY 5

13. KEY LABOUR & SKILLS DEMAND ISSUES 6

16. SUPPLY-SIDE CHALLENGES..... 7

20. TARGET GROUPS FOR PRIORITY SERVICE 8

26. BARRIERS TO WORK 11

32. DEMAND-SIDE OPPORTUNITIES..... 13

36. SKILLS DEMAND ISSUES 14

41. MAPPING CURRENT PROVISION 15

PROGRAMME DESIGN 17

44. APPROACH..... 17

 1) WORK AND SKILLS BOARDS 17

 2) MULTI-AGENCY DELIVERY TEAMS 17

 3) THREE-YEAR IMPLEMENTATION PLANS..... 18

50. KEY PROGRAMME ELEMENTS 19

54. EMPLOYER ENGAGEMENT 22

65. VOLUNTARY AND COMMUNITY SECTOR ENGAGEMENT..... 26

70. TARGETS..... 28

74. PROGRAMME BUDGET 29

76. CROSS CUTTING THEMES 30

GOVERNANCE AND MANAGEMENT 32

84. GOVERNANCE..... 32

85. FEDERAL MODEL..... 32

86. SOUTH YORKSHIRE EXECUTIVE BOARD 32

87. WORK AND SKILLS BOARDS..... 33

 PROGRAMME MANAGEMENT 34

92. SOUTH YORKSHIRE CONSORTIUM OFFICERS’ GROUP 34

93. MULTI-AGENCY IMPLEMENTATION GROUPS 35

97. PERFORMANCE AND FINANCIAL MANAGEMENT..... 36

103. ADMINISTRATIVE BUDGET 38

104. RISK MANAGEMENT 38

106. IMPLEMENTATION TIMELINE..... 41

CONSULTATION, COMMUNICATION AND LEARNING 41

107. CONSULTATION 41

108. COMMUNICATIONS 41

**South Yorkshire City Strategy Pathfinder
Business Plan**

109. LEARNING..... 42
114. REVIEW AND EVALUATION 42

APPENDICES.....

APPENDIX 1

APPENDIX 2A

APPENDIX 2B

APPENDIX 2C

APPENDIX 3

APPENDIX 4A

APPENDIX 4B

APPENDIX 5

APPENDIX 6

APPENDIX 7

APPENDIX 8

APPENDIX 9

APPENDIX 10

APPENDIX 11

APPENDIX 12

APPENDIX 13

APPENDIX 14

1. Vision and Strategy

South Yorkshire faces a six-fold employment challenge in its commitment to achieve economic transformation with social inclusion:

- To increase the sub-regional employment rate to at least 75% by 2010
- To narrow the gap between neighbourhoods and communities with the highest and the lowest employment rates
- To provide high quality support to employers to help them recruit effectively and to train their workforce
- To increase participation and achievement in lifelong learning
- To increase significantly the employment rates of those residents who lag behind in jobs and skills
- To reduce further child poverty, particularly through supporting into work lone parents and the partners of employed adults in low-income households.

2. The Vision

The consortium has a unifying vision for employment and skills in South Yorkshire:

We want a vibrant local economy where employment rates are high, where employers can find the skills and aptitudes they need and where work is the route out of family poverty and the way to close the gap between prosperous and disadvantaged communities.

3. Strategy

Strategic Objectives

The consortium has set itself four strategic objectives:

1. To improve the supply of labour and to reduce inequality by addressing economic inactivity
2. To make employers' needs central to how employability and skills are improved
3. To improve the skills of new entrants to the labour market, those suffering worklessness and those in employment
4. To integrate and improve service delivery to employers and the workforce.

The details of how progress against these objectives will be measured and the timescales associated with this are set out in 1.4 below.

4. Milestones

The consortium has set itself the following milestones by which it will measure its progress towards these objectives

South Yorkshire City Strategy Pathfinder Business Plan

5. Table 1: Strategic Objectives of the South Yorkshire Employment Consortium 2007-13

Strategic Objectives	2009	2011	2013
1. Address economic Inactivity	Single, multi-agency strategic plan, operating effectively for target groups in all four LSPs	Achievement of headline targets set in local three-year implementation plans	Integrated planning & service delivery model embedded with resultant further improvement in South Yorkshire employment rate
2. Create employer-led provision	Employer-led Work & Skills Boards providing strategic steer & commissioning service delivery in all four LSPs	Employer endorsement of locally-designed employment & skills pathways	Sector-specific employment & skills compacts marketed to those entering the workforce
3. Improve the sub-regional skills base	Sector-specific employment & skills pathways piloted successfully in key sectors	Sector-specific employment & skills pathways established in all areas of economic growth	Programme evaluation that demonstrates significant improvement in Basic Skills attainment & shift in Intermediate attainment from L2 to L3
4. Improve service delivery	Engagement, assessment & jobmatching model operating successfully in all four LSPs	Model refined and embedded in all key sectors	Programme evaluation that demonstrates marked improvement in sustained employment among target groups.

6. Strategic Fit: Regional and Sub-Regional

The consortium's objectives have clear strategic fit with those set by key stakeholders in the region and South Yorkshire. There is a clear read across and consistency between the strategic objectives adopted by the South Yorkshire consortium and those of the JCP business plan, the LSC Annual Statement of Priorities and the Regional Economic Strategy, which shape employment and skills programmes in the sub-region.

**South Yorkshire City Strategy Pathfinder
Business Plan**

7. Table 2: South Yorkshire Employment Consortium - Strategic Fit

S Yorkshire Employment Consortium Strategic Objectives	JCP Business Plan 2006-07 Key Objectives	LSC – Delivering our Annual Statement of Priorities in Yorks & the Humber 2006-07 Key Actions	Yorkshire Forward RES 3 year action & focus
1. Addressing economic inactivity	<ul style="list-style-type: none"> • Increase the effective supply of labour by promoting work as the best form of welfare • Work towards parity of outcomes for ethnic minority customers 	<ul style="list-style-type: none"> • Implement joint Welfare to Workforce plans with JCP 	<ul style="list-style-type: none"> • Promote Corporate Social Responsibility including equality & diversity • Develop projects that get people off benefits & into work • Work with health, voluntary & private sectors to reduce the numbers going on to Incapacity Benefit • Assist employers to ensure people have equal employment & advancement chances regardless of background
2. Employer-led provision	<ul style="list-style-type: none"> • Provide high-quality & demand-led services to employers which help fill job vacancies quickly & effectively with well-prepared & motivated employees 	<ul style="list-style-type: none"> • Implement Train to Gain across the whole region • Target the upskilling of people working in the Health sector via compacts • Implement the LSC Public Services offer 	<ul style="list-style-type: none"> • Make the most of apprenticeships & pilot adult apprenticeships in health & social care, construction & engineering • Identify & address priority areas of business where skills shortages are affecting productivity • Deliver Train to Gain using the brokerage model • Mainstream employability initiatives in the NHS, targeting areas of deprivation
3. Improving the skills base		<ul style="list-style-type: none"> • Encourage the attainment of first L2 qualifications • Implement the Construction Skills Action plan • Utilise Sector Skills Agreements • Continue to improve the Skills for Life & wider employability skills of adults & 	<ul style="list-style-type: none"> • Improve entrepreneurial skills for adults • Target training & employment initiative to help new & growing businesses access local people with the right skills & aptitude • Develop basic skills including ESOL, vocational & core

**South Yorkshire City Strategy Pathfinder
Business Plan**

		young people <ul style="list-style-type: none"> • Target low-skilled workers in the public sector 	employability skills <ul style="list-style-type: none"> • Encourage the take up of L2 qualifications
4. Improving service delivery	<ul style="list-style-type: none"> • Continuously improve the quality, accessibility & delivery of services to customers • Help people facing the greatest barriers to work to compete effectively in the labour market & move into & remain in work 	<ul style="list-style-type: none"> • Strengthen the annual planning review process • Work with partners to implement LAAs 	<ul style="list-style-type: none"> • Improve the quality, flexibility & responsiveness of education & training providers • LAAs to bring organisations together to say what will be done in the 10% most deprived areas • Improve awareness, provision & uptake of childcare options & incentives

8. Strategic Fit: Local Area Agreements

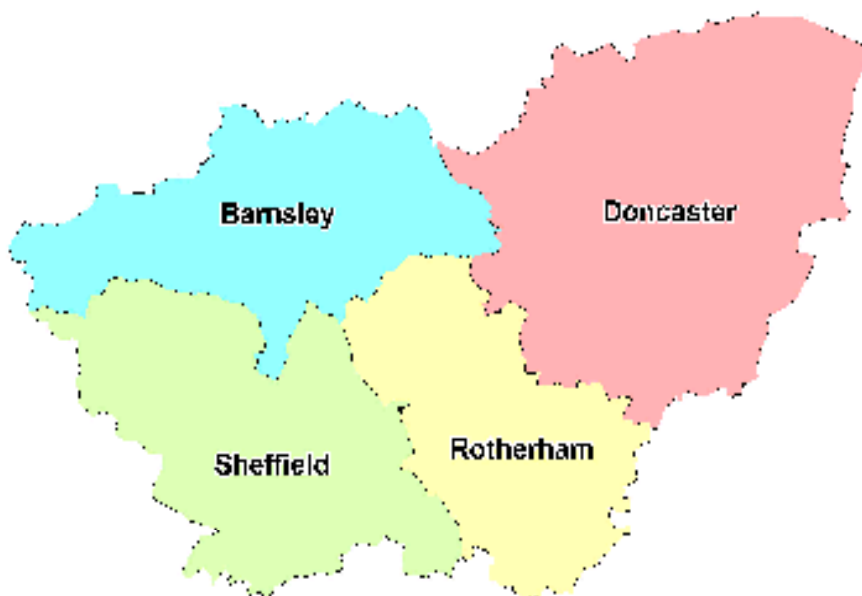
The employment, skills, enterprise and health dimensions of the four sub-regional LAAs will be aligned with and reflect the three-year implementation plans of the Work and Skills boards. The stretching targets and the enabling measures associated with the LAA will be the same as those in the local implementation plan. Each LSP will ensure that local employment, skills and neighbourhood renewal strategies are revised to reflect the targets and plans put in place by the local boards. The consortium will have one work and skills strategy and each local area will have a single implementation and resource plan for the delivery of its stretching employment and skills targets.

9. Local Context

Geography

The consortium represents the Local Strategic Partnerships (LSPs) of Sheffield, Barnsley, Doncaster and Rotherham. It builds on strong and longstanding collaboration relating to the Objective 1 Programme and Yorkshire Forward's sub-regional investment planning process. It offers a coordinated approach to issues of worklessness, low skills and child poverty in those parts of the city-region where these problems are concentrated.

South Yorkshire Local Authority Borders



10. The consortium is committed to a 'Closing the Gap' policy to reduce significantly the differences in employment rates, educational attainment, skills levels and health and crime inequalities between the least and the most disadvantaged areas, neighbourhoods and estates in the sub-region. The consortium will adopt therefore an approach that targets those wards, neighbourhoods and estates, which form the basis of existing neighbourhood renewal strategies and those 'hotspots' of social exclusion in the more prosperous parts of South Yorkshire. However, initial research indicates that not all of our target groups, and lone parents in particular, are concentrated in targeted areas of disadvantage and for this reason the consortium will adopt an area-wide approach where this would be most effective. Enhanced data analysis at the local level, made possible through improved inter-agency working, will allow local partners to identify concentrations of worklessness and target groups so resources can be concentrated, combined and connected for maximum impact.

South Yorkshire City Strategy Pathfinder Business Plan

11. Table 3: Target wards

Sheffield	Barnsley	Rotherham
Manor	Monk Bretton	Wath
Burngreave	Dearne South	Maltby
Park	Dearne Thurnscoe	Dinnington
Castle	Brierley	Rotherham West
Southey Green	Royston	Rawmarsh
Sharrow	Worsborough	Silverwood
Netherthorpe	Cudworth	Hooper
Norton	Central	Wingfield
Firth Park	Darfield	Keppel
Nethershire	Ardsley	Boston Castle
Owlerton	Athersley	Rotherham East
Brightside	Park	Valley
Darnall	Wombell North	

12. Table 4: Target Communities, as identified in the Doncaster NRF Framework

Woodlands	Carcroft	Armthorpe
Askern	Balby	Highfields
Bentley	Toll Bar / Almholme	Cantley
Hexthorpe	Conisbrough	Denaby Main
Old Denaby	Edlington	Dunscroft
Intake	Mexborough	New Rossington
Stainforth	Moorends	Thorne
Hyde Park	Town Centre	Lower Wheatley
Wheatley Park		

13. Key Labour & Skills Demand Issues

South Yorkshire's post-industrial economy faces a number of structural challenges which impact on employment opportunities and which must be addressed if the sub-region is:

- to secure the balance of skills and businesses that allow it to build on its traditional strengths
- to exploit the shift to knowledge-based and service-orientated industries
- to compete in the global market place and thereby to achieve a high, sustainable employment rate.

14. These structural challenges include:

- an economy over-represented in low pay, low value-added sectors which are characterised by low aspirations for skills development on the part of employers and employees

- an economy with a skills glut in traditional industrial sectors and a skills gap and skills shortages in buoyant or developing sectors which in turn, deters inward investment and impedes growth in indigenous businesses
- a labour force facing a new skills intensity of work that requires employees to have at least Level 2 and increasingly, Level 3 skills as confirmed in the Leitch Review but
- training that is too often supply-led rather than shaped by employers and a legacy of educational underperformance
- market failure that has resulted in worklessness being concentrated persistently by geography, ethnicity and social class
- a problem of sustainability in employment where workless citizens often have multiple barriers to work, the lowest skills levels and where they tend to seek employment in elementary, low paid work in vulnerable sectors.

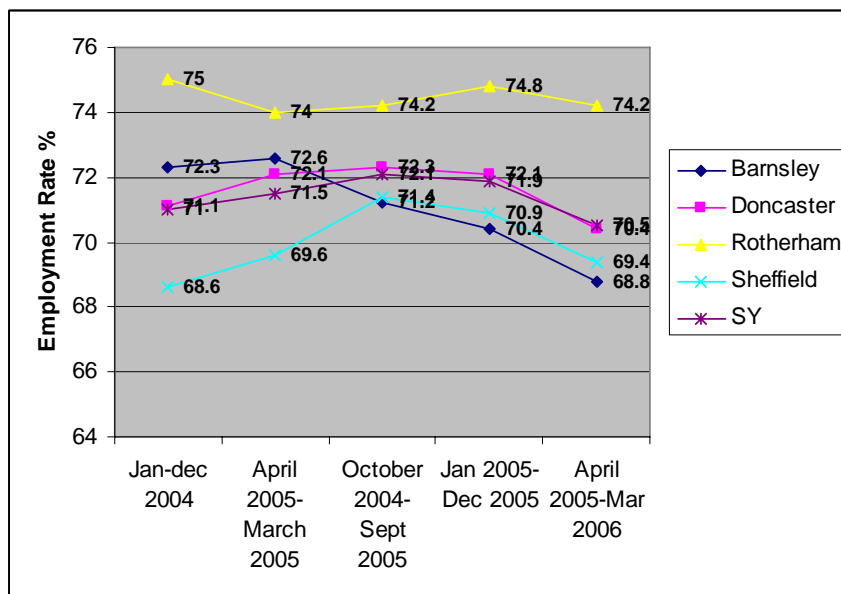
15. These issues are manifested in ways that impact directly on a sub-regional employment rate that is well above the national average. These include a sub-region:

- where a third of adults have no formal qualifications, more than a third have Basic Skills needs and more than half are not qualified to Level 2 thereby impeding their access to the sustainable, higher paid work that would contribute to the 'closing of the gap' and the reduction of child poverty
- where less than two thirds of employers offer structured training to their workforce thereby reinforcing the low skills equilibrium
- in which almost a quarter of the working age population is economically inactive and where the rate of economic inactivity has changed little in the last decade
- in which JSA claimants are outnumbered by a factor of five by those claiming other benefits.

16. Supply-side challenges

In the period 1995-2003 inclusive, unemployment in South Yorkshire fell markedly and the employment rate increased. However, recent trends have been less encouraging with the employment rate falling from 71.1% to 70.5% in the period 2004-06 inclusive – see Table 5 below. The net result has been that the employment rate in South Yorkshire is now 3.3% percentage points below the regional average and 3.9% percentage points below that for England.

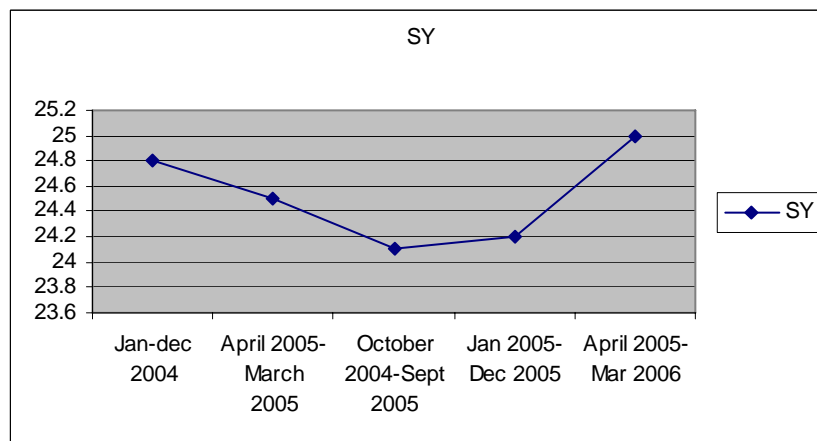
17. Table 5: Employment rate by LSP area in South Yorkshire



Source: Annual Population Survey, 2006

18. During this period, there has also been little change in the level of economic inactivity in the sub-region, with a small decline during 2004-5 swiftly reversing during 2005-6.

19. Table 6: Economic Inactivity Rate for South Yorkshire



Source: Annual Population Survey, 2006

20. Target Groups for Priority Service

The consortium has set itself a stretching but achievable employment rate target of 75% to be achieved by the end of the decade if current economic conditions prevail. Research, undertaken on its behalf by the Centre for Social and Economic Inclusion (CESI), has shown that the consortium could not achieve this target even if every Jobseekers Allowance (JSA) claimant in the sub-region were to be placed in a job in this period. The consortium’s employment target can only be achieved if a significant proportion of residents of working age, who are currently not seeking work, are encouraged and enabled to do so and if these labour market entrants are equipped with the skills, confidence and support needed to secure and sustain employment.

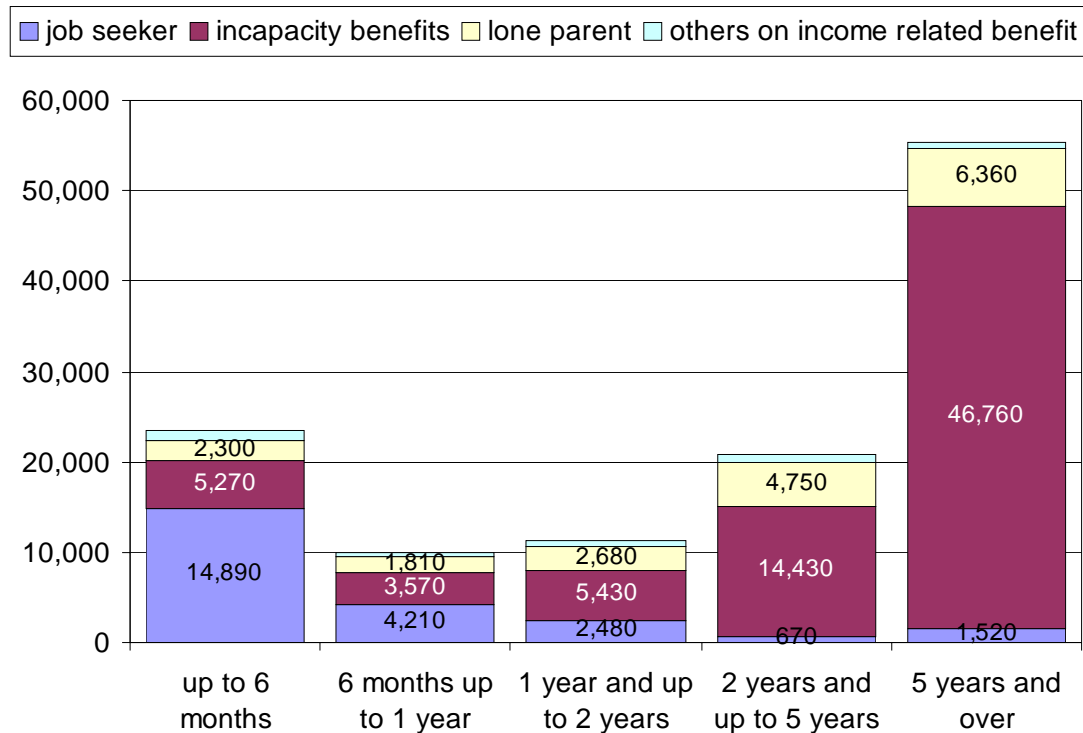
South Yorkshire City Strategy Pathfinder Business Plan

21. The consortium has focused on five categories representing social exclusion to achieve its objective of supporting economically inactive residents of South Yorkshire into work:

- Incapacity Benefit or Severe Disability Allowance claimants
- Lone parents
- Partners of benefit claimants
- Black and minority ethnic communities
- Disadvantaged wards

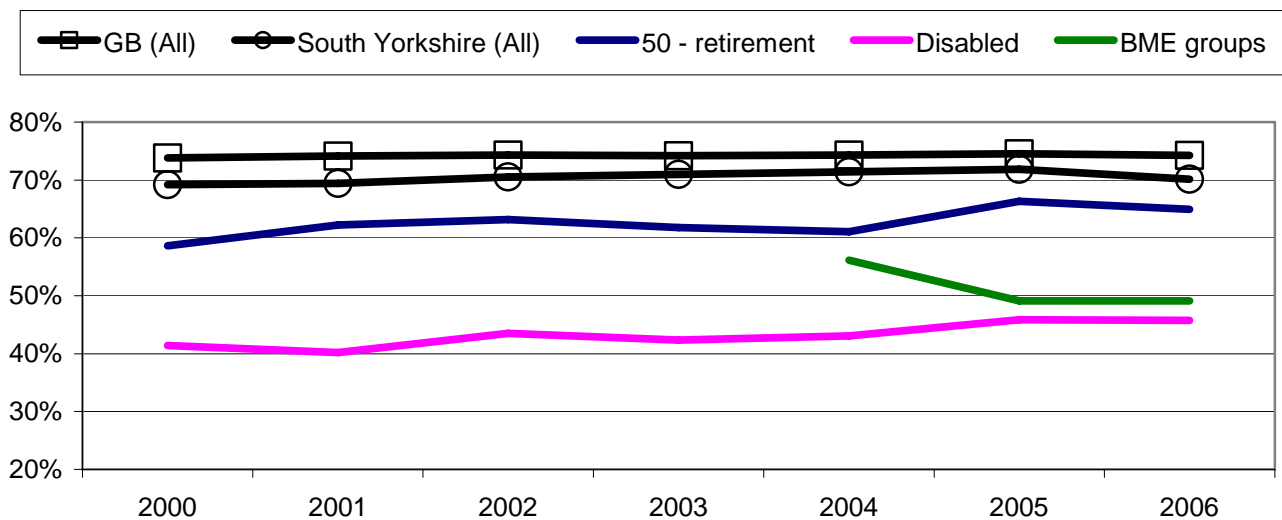
22. The consortium's targeting strategy has been derived from an evidence-based analysis of those customers of working age who are in receipt of benefits. Only 4.5% of South Yorkshire's 129,400 claimants are registered for JSA. Lone parents (17,780, or 13.7%) and persons claiming one or more incapacity or disability related benefit (77,040, or 81.8%) make up the rest. In total, the proportion of the working age population on benefits in South Yorkshire, especially incapacity benefits, is significantly above both national and regional averages (in aggregate, some 10.5% compared with 8.6% nationally; a difference of around 22%). Customers in those groups claiming benefits other than JSA tend to be long-term unemployed (see Table 3 below) and are, sometimes with the exception of lone parents, mainly concentrated in the sub-region's most deprived communities. All of the target groups are under-represented in the labour market and Table 7 below shows the extent to which this occurs in Sheffield. For lone parents, IB customers and BME citizens, the difference between the employment rate for the city as a whole and that for these individual groups is marked. There are however, local variations. For instance, the demographic trend has been, and will continue to be for the foreseeable future, for some BME communities in Sheffield to contribute a steeply increasing proportion of the city's population to an extent that is not matched by other parts of the sub-region. However in general, this pattern of a significant employment gap between the target groups and the working age population as a whole is repeated elsewhere in South Yorkshire. The extent of this gap in the other LSP areas will be confirmed by work to be commissioned from CESI early in 2007. It is for this reason that the consortium is concentrating on closing the employment rate gap for these target groups and in those wards, neighbourhoods and estates where these groups tend to be concentrated.

23. Table 7: Duration of Benefit by Status Group in South Yorkshire



Source: DWP Information Directorate

24. Table 8: Employment Rate for Disadvantaged Groups in South Yorkshire



Source: Annual population survey

South Yorkshire City Strategy Pathfinder Business Plan

25. Table 9: Baseline Data for Target Categories

Group	Sheffield	Rotherham	Doncaster	Barnsley
Incapacity Benefit (including SDA & IS)	26,360 residents (8% of the working age population)	14,980 residents (9.8% of the working age population)	17,760 residents (10% of the working age population)	17,940 residents (13.9% of the working age population)
Lone parents claiming income support	6,880 or 2.3% of the city's working age population	3,460 or 1.9% of the working age population	4,180 or 2.4% of the working age population	3,140 or 1.9% of the working age population
Partners of benefit claimants	8,500, mainly women (10% of those adults who are outside of the labour market)	<i>Analysis commissioned</i>	<i>Analysis commissioned</i>	<i>Analysis commissioned</i>
BME communities	13,900 of working age economically inactive Gap between the employment rate for white and all BME communities is 24.0%	3,100 of working age economically inactive Gap between the employment rate for white and all BME communities is 24.2%	1,800 of working age economically inactive <i>Analysis commissioned</i>	500 of working age economically inactive <i>Analysis commissioned</i>
Disadvantaged Wards/Communities	Twelve wards where the employment rate is significantly below the city average reflecting the geographical polarisation of the city	IB and SDA claim rates for Rotherham's disadvantaged wards far exceeds the borough average with the worst performing standing at 17.2% of the working age population	Significant disparities within and between communities in Doncaster, the highest concentrations of IB claimants in some is twice the borough average	Thirteen wards where claim rates exceed the local authority average

26. Barriers to work

The consortium recognises that none of its target groups are homogenous and it is for this reason that it is proposing a delivery model based upon in-depth, initial diagnostic assessment that allows for a 'whole person' approach to the needs of the individual. Nevertheless, we have through a range of programmes such as *New Deal for Lone Parents*, the *Pathways to Work* pilot operating in Barnsley, Rotherham and Doncaster and BME employment programmes operating in Sheffield's *Burngreave New Deal for Communities*, identified a number of barriers to work which are prevalent to a greater or lesser extent for individuals within our target groups including:

- low levels of confidence and self-esteem
- physical and mental health problems
- a lack of work history
- the stigma of a criminal record

South Yorkshire City Strategy Pathfinder Business Plan

- fear of a reduction in income following the move from benefits and a loss of existing benefit status if employment isn't sustained
- caring responsibilities
- a history of substance misuse
- a legacy of debt
- the low skills base among the target groups
- a poor fit between existing skills and those required by the emerging labour market
- inflexible working patterns and HR practises adopted by employers
- a fear of re-engagement with the labour market or failure to see existing employment and skills programmes as relevant or effective.

27. In addition the consortium has identified a range of obstacles which, whilst not exclusive to any one set of potential jobseekers, do pose particular barriers to work for some groups such as the child care needs of lone parents, the specific needs of those with learning difficulties and disabilities, and the language support needs of some BME customers.

28. We also recognise that long-term IB customers face particularly intractable problems. It is for this reason that the Pathways to Work programme must be integrated with and strengthened by our delivery model. A key measure of success for the consortium will be the extent to which it is able to address the issues facing IB claimants and secure sustainable employment for what is by far the largest of our target groups.

29. Over 81% of those claiming one or more form of incapacity benefit in South Yorkshire have been doing so for more than three years and 32% of all claimants are aged 45+. Indeed 90% of benefits claimants over the age of 50 are claiming IB. The reasons for claiming IB differ by age. Predictably, a minority of IB claimants in the 18-49 age category are recorded as suffering from muscular-skeletal or circulatory-respiratory conditions whereas these problems afflict more than half of claimants over the age of 50. Conversely 24% of those claimants over 50 suffer from mental health and behavioural disorders whereas more than half of claimants in the 18-49 age range are affected and the proportion in this latter age category is increasing both sub-regionally and nationally.

30. Table 10: Incapacity Benefit claimants in South Yorkshire by complaint and LSP area and category

Status	South Yorks	Barnsley	Rotherham	Doncaster	Sheffield
Incapacity benefit diagnosis group:	77,040	17,940	14,980	17,760	26,360
Circ/Respiratory	4,870	1,300	940	1,190	1,440
Muscular/Skeletal	15,210	4,380	3,110	3,550	4,170
Mental & Behavioural Disorders	28,550	6,340	5,360	5,960	10,890
Diseases of the Nervous System	4,200	810	810	1,000	1,580
Injury, poisoning and other external causes	4,210	1,240	830	970	1,170
Other	20,030	3,880	3,940	5,090	7,120

Source: DWP Information Directorate

31. It is our contention that many of the support mechanisms and services required to meet these needs of our target groups are already in place and offered by the public or voluntary and community sectors. However, the linkages between referral agents and these services are not always as strong as would be wished. No one agent has responsibility for overseeing all aspects of an individual's needs or for setting and measuring progress towards clearly defined employability goals and it is not usual for support for individuals to be maintained during that crucial first period after they have taken up employment. The model that we set out in section 3 and which is mapped in appendix 1 is designed to address this market failure.

32. Demand-Side Opportunities

The Centre for Full Employment (CfFE) has undertaken an analysis of the labour market in South Yorkshire until the end of the decade on behalf of the consortium. This draws on the data sets underpinning the RDA's Regional Econometric Model and is supplemented with the sub-regional data produced for the National Employer Skills Survey. This analysis, and the LSC SY's Strategic Area Review, indicates that taking into account total inflows and demographic shifts, at least 36,000 unemployed or economically inactive people will need to join the labour force in South Yorkshire by 2010 to meet a labour market deficit incurred by replacement demand and local economic growth. An influx of workers from the EU accession states is meeting some of this demand but it will be necessary for a significant number of the indigenous population who are currently economically inactive, to enter work if the goal of ensuring the benefits of economic transformation are to be captured for the population of the sub-region. To achieve its target of a 75% employment rate by 2010, the consortium has calculated that it will need to place 35,375 South Yorkshire residents in work. The table below sets out the sectors and occupations where vacancies are predicted to occur.

33. Table 11: Projected Change in Employment by Industrial Sector in South Yorkshire - 2003-2010

	Jobs 2002	% whole	Jobs 2010	% whole	Variation	Turnover demand to 2010 (inc new jobs)	Notes and key vacancies
Education & training	40,080	8.4	42,710	8.8	+2,630	17,800	Professional Technicians Childcare Admin
Transport, wholesale and distribution	52,600	11	54,350	11.2	+1,750	15,000	Drivers Corporate admin (Figures do not include Finningley)
Banking & Business services	79,000	16.6	87,300	18	+8,300	13,900	Managers Professional Elementary Clerical Technical
Construction	41,800	8.8	41,500	8.6	-300	12,280	300+ trainees per year
Public Admin	28,490	6	25,690	5.3	-2,800	4,210	Some growth in admin and IT based Prof/Technical
Hospitality, tourism,	48,000	10	52,570	10.8	+4,570	10,800	Elementary Clerical

South Yorkshire City Strategy Pathfinder Business Plan

personal services & Vol/Com							Technical Skilled trades
Retail	50,600	10.6	50,880	10.5	+280	15,620	Sales Elementary
Manufacturing	72,250	15	60,850	12.6	-11,400	17,000	Skilled operatives Technicians Clerical
Food	12,400	2.6	11,200	2.3	-1,200	3,090	Skilled operatives Technicians
Health & Social Care	50,400	10.6	57,200	11.8	+6,800	27,000	Health professionals Caring/personal
All	475,620		484,250		+8,630	136,700	

Source: CfFE, 2006

34. The banking and business services sector is projected to become the largest employment sector in the sub-region providing 18% of all vacancies and a labour demand of 13,900 by the end of the decade. Replacement demand in the retail and manufacturing sectors will also result in a large number of vacancies, though the sectors themselves will either remain static, or decline in terms of total employees. Large growth and replacement demand is also noticeable within health & social care and hospitality and tourism.

35. A key challenge for the partnership will be to ensure that the employment benefits of the economic restructuring still occurring in the sub-region are captured for its residents. The area suffers from a gap between residential and workplace earnings of -19p, compared to a Yorkshire & Humber regional difference of +8p per hour. The sub-region being a net importer of labour causes the variation, particularly in so far as higher skilled, better-paid jobs are concerned. In order to achieve its primary objective of economic transformation with social inclusion the consortium will strive to address the earnings gap by ensuring that as many new job vacancies as possible, and at all levels, are filled by those living within South Yorkshire.

36. Skills Demand Issues

Employers in those sectors where growth is predicted are reporting hard-to-fill vacancies, many of which are the result of skills gaps. Four of the five essential skills lacking in new recruits reported by employers in the National Employer Skills Survey, were the 'softer' transferable skills associated with employability. The table below shows the top ten reasons employers gave for recruitment problems.

37. Table 12: Main skills lacking by occupation where skills shortage vacancies exist in South Yorkshire

	Managers	Professionals	Associate Prof	Administrative	Skilled Trades	Personal Service	Sales	Operatives	Elementary	Overall
	%	%	%	%	%	%	%	%	%	%
Technical & Practical	39	48	49	44	56	44	39	54	39	47

South Yorkshire City Strategy Pathfinder Business Plan

Communication	37	20	31	49	29	52	63	36	52	40
Customer handling	37	16	30	49	21	46	64	31	45	36
Team working	33	17	23	24	33	49	42	28	40	32
Problem solving	33	15	25	40	30	32	30	22	38	29
Literacy	17	11	20	42	24	41	41	21	37	28
Numeracy	17	4	19	31	25	22	33	24	40	25
Management	54	24	27	29	16	19	20	9	20	22
General IT user	19	5	13	26	8	7	17	6	7	11
Office/admin	24	4	13	30	8	10	13	11	10	12

Source: National Employer Skills Survey, 2003

38. The consortium is concerned to ensure that it sets in place a full initial diagnostic assessment of need for each jobseeker and that it subsequently provides access to a personalised programme of concentrated and effective training provision that allows individuals to secure the core, transferable skills that will help them to be job ready and sustain them in employment.

39. The legacy of a longstanding sub-regional learning deficit that begins in schools has resulted in 129,500 adults having no qualifications and a disproportionate number having functional literacy and numeracy levels below those of the average 11 year old. The fact that 56% of the working age population does not hold a Level 2 qualification impacts negatively on the employability of many jobseekers, the productivity and competitiveness of local businesses and South Yorkshire's ability to attract high value inward investment. The consortium is committed therefore to ensuring that, through its multi-agency approach and with its unified three-year programme for work and skills, the division between employment and training programmes is removed.

40. Our approach involves addressing not only the skills needs of the jobseeker and employee but also responding to those businesses and sectors experiencing skills recruitment difficulties. Sector Skills Councils report:

- Passenger transport
- Health
- IT and contact centres
- Environmental and land-based industries

as being particularly problematic in this respect and the consortium intends through its Work and Skills boards, to collaborate with these sectors to meet these needs and to create employment pathways from its target groups.

41. Mapping Current Provision

42. The range of provision currently available in South Yorkshire, as identified by JCP, LSC SY and the local authorities, is set out in three tables (Appendix 2a, 2b and 2c).

43. The Work and Skills boards are currently assessing local needs and the extent to which existing provision is capable of meeting these. As a consequence, the consortium has commissioned an audit of provision and spend made by all funding agencies that deploy resources for employment and skills interventions in South Yorkshire. This audit will provide both a map of current provision and act as the basis

of the single investment plan to which the partnership aspires. The audit is scheduled for completion by June 2007 to inform both the commissioning of new activity in support of the consortium's delivery model and the composition of the new sub-regional European funding programme. The LSPs in each area have, as a result of LSC commissions to audit adult learning provision, developed some expertise in this field and are therefore aware that the complexity of the endeavour is such that it will take time and considerable effort to arrive at the sophisticated analysis that will allow gaps and duplication in provision to be identified and addressed. However, initial work suggests a number of trends that will be explored further as the Implementation Groups begin their work. These include:

- Incomplete and inconsistent engagement activity in targeted communities that will, unless addressed inhibit the effectiveness of the consortium's delivery model
- a duplication of some Basic Skills and ESOL provision in some target areas, a dearth in others and too little progression beyond this
- a lack of targeted and bespoke training provision that supports the development of sector-specific employment pathways for those furthest from the labour market
- incomplete knowledge and a poor understanding on the part of employers of the range of available provision and employment and skills-related support
- inadequate job-related support for employers and individuals in some areas e.g. occupational health
- fragmented support services that inhibit the 'whole person' approach that the consortium believes to be critical to the success of its delivery model
- disconnected planning and funding regimes that do not always facilitate job matching, workforce development and the establishment of work and skills escalators
- fragmented child care planning and resourcing that has resulted in avoidable gaps in provision.

Programme Design

44. Approach

The rise in employment and fall in joblessness of recent years in South Yorkshire appears to have stalled. Further progress now requires more than existing interventions can offer. The consortium wants to achieve a step change in employment and skills development. This will entail strengthened local leadership, effective employer engagement, collaborative, inter-agency planning and integrated delivery system which provides a 'whole person' approach to the issues and barriers experienced by workless and low skilled individuals and a flexible model that allows the local boards to respond and adapt to changes in the national and local economies. The consortium is proposing radical changes to the planning, commissioning and funding of provision and services and its approach is founded on three key features.

1) Work and Skills Boards

45. The consortium has created a Work and Skills Board in each of its four LSP areas. The boards are employer-led, sector specific and have representation from all of the key agencies at executive level. The boards will provide a powerful articulation of local needs. Each local board will draw on best practice from the Fair Cities model but will extend the focus to groups other than BME communities who are disadvantaged in the labour market. Through collective ownership of and accountability for an agreed implementation plan, the board will deliver stretching targets relating to worklessness and the sub-regional skills deficit and will commission provision accordingly. The result will be an improved response, based on local evidence and experience, to the needs of those individuals and groups who are the focus of its activity. Each board will take action through its strategic partners, to address gaps in provision where these are identified or where existing arrangements remain unresponsive to customers' needs. Each board will work through strategic partners to ensure that finite resources are combined or aligned for maximum impact and they will stimulate new and flexible approaches to local need.

2) Multi-Agency Delivery Teams

46. Each board will be supported by a multi-agency delivery team with representation from the local authority, the local LSC team, JCP, the health sector including public health and those private and Voluntary Community and Faith sector (VCF) partners with specific expertise in engaging and working with the target groups. The multi-agency team will be responsible for drawing up and delivering a three-year Implementation Plan. It will report to the Work and Skills Board and ensure that the strategic direction and agreed targets are adhered to and reported on regularly. To achieve this it will be responsible for:

- working with employers to articulate their skills needs
- negotiating sector-specific skills and employability pathways with employers and ensuring a steady supply of job-ready labour market entrants whom the former can have confidence in recruiting

- tailoring provision to meet the needs of specific communities
- assisting the target groups in navigating pathways to employment and skills and taking active measures to address barriers to work
- ensuring all job seekers and those in fragile employment have reasonable access to provision and adequate support
- ensuring that the provision that is commissioned is locally designed with the active participation of employers, creates employment pathways for those furthest from the labour market and supports a qualified workforce
- working with employers to establish, where required, occupational health advice and support in the workplace
- monitoring, evaluating and reviewing performance and providing accountability for the achievement of local and national targets.

47. The results of improved inter-agency working that draws upon the respective strengths and expertise of partners and which results in common goals, a single plan and the more effective deployment of resources will include:

- a better understanding of and new ways of working with economically inactive people
- stronger collaboration in the sharing of labour market information, best practice and a vision for how services for those who are workless and low skilled will be developed
- joint working between community regeneration agencies and statutory partners in the outreach and marketing needed to engage the economically inactive
- enhanced connectivity between partners to ensure that the services offered to individuals are personalised, seamless, effective and efficient
- a better supply-side responsiveness to employers' recruitment and skills needs with an enhanced jobs brokerage service and bespoke training programmes
- a new approach to commissioning and contestability that improves supply-side responsiveness to the individual and the employer.

3) Three-year Implementation Plans

48. The three-year Implementation Plan will provide the basis for the alignment of planning cycles and resource allocations and it will be the vehicle by which the local boards and their constituent partners will set out and deliver their outcomes. The aim is to:

- establish an integrated model of service delivery for our target groups and employers in key sectors
- raise the local employment rate
- address skills gaps and skills shortages
- make better use of existing resources through improved coordination and more flexible deployment.

49. It is proposed that the discretionary funding streams to be pooled by the Work and Skills boards include NRF, LSC LID funds, DWP employment consortium pump

priming funds, the Deprived Areas Fund and ESF. In future years we would aim to secure support from Yorkshire Forward through the sub-regional investment plan. To this end the consortium will engage a consultant with experience of working at executive level in both a local authority and Government Office to ensure congruence between the commissioning framework and resource planning of the boards and Yorkshire Forward. The Implementation Plan will inform the planning cycles of strategic agencies and the provider network to ensure that support and training for employers and target groups influences the deployment of core budgets and the commissioning of provision.

50. Key Programme Elements

Partners in all of the local authority areas that make up the South Yorkshire consortium have, in response to their employment and skills related LPSA targets, through Pathways to Work and through community-based employment initiatives, piloted new ways of working which have highlighted the critical success factors for achieving a step change in performance that do not require a major injection of additional resources. The consortium believes that there are ten key requirements to ensure its target groups access and sustain employment. These are encompassed in the delivery model, the constituent parts of which it is already beginning to pilot. These include:

- i. **better, evidence-based planning and more targeting** of geographical concentrations of worklessness resulting from improved data sharing and better local intelligence e.g. the combination of JCP customer information and local authority neighbourhood data. For this purpose the consortium will create a multi-agency data sharing team drawn from JCP, LSC SY and the Local Authorities
- ii. **improved, community-based outreach** that uses local, Voluntary, Community and Faith (VCF) groups to engage target groups, particularly those who prove particularly hard to reach and who currently, do not receive adequate information about the positive social, financial and psychological benefits of work and the support available e.g. IB claimants. Outreach will focus on established community venues accessed regularly by targets groups including GP's surgeries, health centres, community centres, children's centres, mosques, working men's clubs etc – this approach is already in use
- iii. the operation of **community-based 'JOBNet' centres** run by the VCF sector that act as the organisational focus for engagement and support with which the target groups can identify and which are locally accessible. JOBNets are already acting as 'one stop shops' for our employment and skills programmes in some parts of South Yorkshire
- iv. the designation of a **community-based key worker**, who has responsibility for adopting a **'whole person' approach** to the needs of individuals and who supports each individual through every stage of the pathway to sustainable employment. The key worker will work closely with JCP to enhance the latter's standard operating model. This approach has already been trialled and has led to improved job outcomes

- v. an **in-depth assessment of need** undertaken by the key worker and resulting in a ‘whole person’ plan that goes beyond the JCP standard operating model
- vi. greatly **enhanced connectivity between the wide range of existing services** that already exist to address a range of individual needs from debt or alcohol counselling to childcare, condition management and ‘better-off calculations’. The key worker will be responsible for negotiating and arranging the bespoke package of support for each individual and for ensuring that the customer follows through. The local delivery team will use its pooled resources to identify and fill any gaps in provision identified at the local level
- vii. more use of **transitional labour market opportunities** in the VCF sector, with participating private sector employers and through the local authority and other public services which offer target groups at a distance from the labour market supported employment opportunities that help them to gain the skills, confidence and experience that will make them job ready – a range of programmes are already operating and will be extended
- viii. an effective **jobs brokerage service** offered by the consortium and through which employers are supported in articulating their skills and employment specifications and, as a consequence, are guaranteed that as far as is possible all participants presenting for interview will be suitable for the position and job ready – this service has already been piloted in South Yorkshire
- ix. **tailor-made ‘sector gateway’ skills packages** designed with employers to meet their specification for both hard and soft skills and then personalised to address the needs of individuals through their whole person plans
- x. **continued in-work support** from the key worker for the individual and the employer to pre-empt the existing problem of target groups such as lone parents and former IB customers failing to sustain employment.

Appendix 1 sets out the ‘whole person’ delivery model

Appendix 3 sets out the jobs brokerage model that has already been piloted

51. Table 13: Breakdown of the Delivery Model

The table below sets out the details of how and when each element of this model will be established and who will be responsible for this.

Element	Action	Lead Agent	Deadline
Improved data sharing & targeting	Create South Yorkshire multi-agency data team	JCP	June 2007
Improved community outreach	Identify community based bridge workers and commission others where gaps are identified	Multi-agency Implementation Group (MIG)	September 2007
Strengthen community based	Establish a local network of outreach centres and	MIG	September 2007

South Yorkshire City Strategy Pathfinder Business Plan

'Jobnet' centres	agree a common operating model		
Develop 'whole person' approach – personalised support for those seeking work and those in employment	Identify community based key workers, commission others where gaps are identified and organise training where necessary	MIG	September 2007
Introduce improved initial assessment of need	Evaluate and select a package of Initial Diagnostic Assessment tools	South Yorkshire Consortium Officers' Group (SYCOG)	July 2007
Improved connectivity between existing advice and support services	Audit existing provision and commission additional activity where gaps are discerned	MIG	July 2007
Extend TLM opportunities	Plan and implement TLM opportunities as part of sector gateways and public sector compacts	MIG	September 2007
Enhance jobs brokerage	Review existing arrangements, including mainstream services provided by JCP, and commission enhanced service that provides a single point of contact from employers and a standard operating model	SYCOG	September 2007
Create bespoke sector gateway skills packages	Identify sector champions to design and develop packages in five key sectors	SYCOG	September 2007
Undertake commissioning through the boards at LSP level	Agree commissioning principles and framework with JCP and LSC	SYCOG	December 2007
Establish performance management and evaluation arrangements through the boards at both LSP and consortium levels	Agree and differentiate performance management framework and reporting mechanisms through at LSP board and consortium levels	SYCOG	July 2007

52. It is the consortium's contention that a lot of the provision required to deliver this model is already in place, or can be established or strengthened through the reconfiguration of existing arrangements and resources. A number of elements in the delivery model, including community outreach, Jobnets, transitional labour market opportunities and jobs brokerage services have been developed with the financial support of Objective 1 and other discretionary funding streams. The challenge now is to embed the most effective of these interventions in the mainstream. The commitment of strategic partners to a single implementation plan that remains consistent with their institutional objectives will be crucial in ensuring that finite resources are combined or aligned for maximum impact in support of the agreed model. There is however, a need to establish, in support of the effective implementation of the model, a set of commissioning principles and an evaluation framework through which strategic partners and funding agencies can have confidence that each element and every delivery agent is capable of offering a high quality service or provision that is effective and offers value for money. The commissioning principles will require, principally, that the relevant funding agency and secondly, the consortium is satisfied that each component:

- contributes significantly to the strategic objectives of the relevant agency and the consortium
- is customer-focused, is of high quality and strives to exceed expectations
- has a clear and well-defined set of functions, goals and targets
- does not duplicate existing services or provision that can be shown to be fit for purpose
- complies with a set of quality standards for that provision agreed by the consortium
- is sustainable and offers value for money.

53. Where there are gaps in provision, such as the need to identify and train key workers, the consortium will, through the relevant managing agent commission this. Where there is duplication or provision that does not secure progression for the individual in a timely and effective manner, such as some ESOL activity, then multi-agency planning will allow this provision to be reconfigured by the relevant funding agent to better meet identified need. Similarly, the consortium will rely upon the performance management, quality improvement arrangements and national inspection regimes, to which partner funding agents are subject, to deliver continuous improvement in existing provision and to take action where the quality of this is found to be deficient. Furthermore, the consortium will, in line with the recommendation of the Leitch Review, support its constituent Work and Skills boards to develop into mature partnerships where contributing partners will hold each other to account for their individual and collective performance. By the same token, any new programme elements that are subsumed within the delivery model will be subject to the same quality improvement regime.

54. Employer Engagement

South Yorkshire's inward investors and expanding indigenous companies are, to a large extent engaged by JOBMatch. This is an HR consultancy service providing

assistance to employers by focusing on their skills and people requirements and in so doing minimising their start-up and expansion costs and timescales. JOBMatch consultants have an extensive knowledge of the local labour market and offer a 'one-stop' service that will assist growing businesses in finding the suitably skilled and qualified staff that they need. The service offered is tailor-made to the specific needs of individual employers but can include the following assistance:

- **pre-recruitment** – labour market information, salary and wage analysis and advertising options
- **recruitment** – assistance with advertising, guidance relating to free services and subsidies available to an employer and links to recruitment services offered by JCP and Jobnets
- **training and development** – information on training subsidies and funding, training and development planning and access to information and advice about local training provision.

55. JOBMatch is designed to complement mainstream employer engagement services including JCP and Business Link and to this effect there is regular liaison and coordinated activity with these agencies. Moreover, these connectivities allow the consortium to achieve its aspiration of securing a more structured, coordinated and effective response to the announcement of redundancies on the part of local employers.

56. JOBMatch provides many of the elements of a jobs brokerage service by offering a single point of contact for inward investors and many expanding, local companies, by identifying their labour and skills needs and by then feeding vacancy and skills information to the wide network of supply-side agents including Jobcentre Plus and the community-based Jobnets.

57. The Jobnet concept has its origins in Sheffield but similarly well-established community-based engagement, recruitment and training brokerage services operate in the other LSP areas. The Jobnet approach is to engage with local, mainly smaller employers around their immediate labour needs and to find ways of meeting these by encouraging access to jobs for economically inactive or unemployed residents of deprived communities. Jobnet's employer liaison teams work closely with employers to identify vacancies, which are then held on a skills-matching database. This in turn enables close matching of an individual employer's requirements with the skills, aptitude and experience held by individuals making up our target groups. This approach is being developed to include human capacity assessment, enabling employers to transfer the wealth of practical skills held by their existing workforce to new recruits as part of a company's replacement demand strategy. Two case studies illustrating the function and effectiveness of the Jobnet model can be found at appendices 3a and 3b.

58. The Centre for Full Employment (CfFE) has made use of the LSC-co-ordinated annual National Employer Skills Survey and demographic trend data to predict labour and skills needs to 2010 within South Yorkshire and has made this available

as a resource to enable Jobnet advisors to help raise client aspirations and to inform their job search and training activity.

59. In addition, the consortium has, through its LSP arrangements, the active support of the local Chambers of Commerce. The Chambers actively engage a wide range of employers and source information regarding labour market needs. Each Local Authority also collects employment and skills intelligence as part of its economic development function and an analysis of current need forms a part of both the South Yorkshire Economic Assessment and the City-Region Business Plan.

60. The challenges remaining for the consortium are to use this opportunity for integrated multi-agency working to strengthen employer links, secure a comprehensive picture of labour and skills requirements and to create a simple, seamless jobs brokerage service that is valued and used by employers. To this end the consortium has undertaken to deliver the following:

1. **Work and Skills Boards** - employer leadership is crucial to winning demand-side commitment for the consortium's employment strategy. In line with the recommendations of the Leitch Review we are, with the support of the South Yorkshire Employer Coalition, in the process of establishing employer-driven Work and Skills Boards in each LSP area drawn primarily from those sectors with most employment potential and those most likely, without intervention to encounter recruitment and skills problems. The result will be an improved response based on local evidence and experience, to the needs of the consortium's target groups. Employers participating in their local Work and Skills boards can expect to benefit from a multi-agency approach that builds the skills and employability pathways that prepare individuals at a distance from the labour market to take up the employment opportunities on offer. Participating employers will be expected to make available vacancies relevant to target groups. This will extend the range of vacancies currently made available through JCP and establish secure pathways to work for these target groups.

In addition, Sheffield will establish Creative Sheffield, a complementary city economic regeneration company with its own high level board. Whereas Sheffield's Work and Skills Board will concentrate on securing employment for those at a distance from the labour market and improving the skills base of those in or about to enter work up to Level 3, Creative Sheffield will focus on wealth creation and the competitiveness of the city. Its aim will be to strengthen the city's ability to sustain growth in key sectors and within this, to secure the higher level skills, mainly at Level 4 and above, required by those high value, knowledge-based industries that it wishes to cultivate as part of the city's economic transformation. The Sheffield Work and Skills Board will work closely with Creative Sheffield through the LSP framework, to coordinate the city's skills and employment programmes.

2. **Jobs Brokerage Service** – In 2007 the consortium will commission a review of existing job brokerage services taking into account the valuable activity of not only JOBMatch, JCP and Jobnets but also private recruitment agencies with a view to creating an improved delivery model which:

- establishes clarity of function on the part of each agent
- simplifies and improves the service to employers and jobseekers
- increases the effectiveness of jobs brokerage for our target groups
- secures maximum impact and value for money.

3. **Inter-Agency Data Team** - Effective planning at the local level, has for too long been inhibited by inadequate data sharing and analysis. Moreover, the success of local employment and skills interventions has often been impeded by the inability to collate intelligence from a variety of sources on employment and skills needs and economic development opportunities; to track learners and job entrants consistently in order to measure distance travelled; and to share and act on performance data drawn from the provider network. The consortium will therefore, build on the successful data sharing and tracking model already developed in partnership locally through the Children's Trusts. The consortium will, under the auspices of the JCP District Manager, establish an inter-agency data team working to agreed local protocols and drawing on data sources available to JCP, LSC, the local authorities and VCF agencies which will allow the local partnership:

- to have a better, collective understanding of labour market needs
- to undertake more effective targeting and better tracking
- to avoid the duplication of effort
- to allow the boards to monitor, reevaluate and review the performance of the programme and its constituent agents.

61. The Sheffield Work and Skills Board is participating in the Business Commission on Race Equality in the Workplace initiative. This work is at an early stage of development but the board is committed to developing a fully-fledged action plan in the first quarter of 2007 because:

- it recognises the city has the highest concentration of Black and minority ethnic (BME) communities in the sub-region
- some BME communities will continue to form an increasing proportion of the city's population in the next 15 years – currently BME communities make up 15% of the city's population but over a quarter of primary school entrants are BME
- the gap between the BME employment rate and that of the population as a whole has been persistently and unacceptably high
- the City Council has a 'Closing the Gap' policy through which it is committed to improving the life chances of individuals in its BME communities through a series of social, economic and health indicators, including those for employment and educational attainment.

62. Ethnicity cuts across all our target group categories and because of this the consortium considers it more appropriate to develop an ethnic minority action plan as a stand-alone document with clear links to this business plan. The action plan will focus on closing the gap between BME and white employment rates and will therefore make appropriate linkages to supply side activity being undertaken in the

South Yorkshire City Strategy Pathfinder Business Plan

BME communities, including projects such as QED-UK's Narrowing the Gap project aimed at moving inactive Pakistani and Bangladeshi women into employment. The plan will result in:

- improved coordination of BME employment and skills activity delivered across Sheffield
- better monitoring and evaluation of employment strategies supporting ethnic minorities and race equality schemes
- the opportunity to share good practice and create a 'tool kit' for employers and those intermediaries who may support them to recruit people from ethnic minority communities.

63. We intend to focus our action plan on three key sectors for the local economy: retail, construction and business and finance. These sectors have been selected because of their employment opportunities, and also because of the progress we believe we can make as a result of existing successful activity including The Source retail training centre and the Construction JOBMATCH programme. We will, working with the Business Commission research team, scrutinise the national research on levers including procurement and the role of recruitment agencies. We will cross-reference this with the results of the employer survey for these sectors to draw out possible strategies, approaches and actions that we can adopt to improve the employer contribution to the closing of the ethnic minority employment gap. We will validate this activity through consultation with appropriate stakeholders and translate it into an action plan with clear objectives, accountabilities and timescales. We expect that the Business Commission's work might advise us of appropriate targets that we could utilise to measure our progress.

64. Mohammed Dajani, the manager of the Meadowhall Centre who also sits on the Business Commission and who is the vice-chair of the Sheffield Work and Skills Board, will act as the champion for our Business Commission activity. We intend to use our involvement in the Business Commission as it gains profile, as a means of engaging additional business leadership to the cause of taking positive action to remove practices that either directly or indirectly discriminate against ethnic minorities whether they be inactive, jobseekers or those wishing to progress in employment and we intend that the dissemination of research and good practice emerging from Sheffield, from other commission city partnership areas and from national research will inform our methodology for achieving this. We intend recruiting a core membership of business champions who are prepared to explore how they implement the recommendations that are made by the Business Commission in its paper to the Chancellor in March 2007. To this end we will aim to broaden our employer engagement through a formal launch of the Business Commission's full report in June 2007.

65. Voluntary and Community Sector Engagement

The LSPs in South Yorkshire have well-established VCF sector representation on their boards and constituent working groups. This is secured through Community Empowerment Networks (CEN) located within VCF sector organisations. The LSPs rely upon the CENs to engage with the wider VCF community to ensure that the work of the partnerships is informed about the aims, objectives and requirements of

the sector as a whole and of the communities of interest and geography that they represent. VCF board members are charged with consulting and engaging with, or they are responsible for delivering services to specific client groups. The consortium therefore values the sector's knowledge of best practice in relation to its target groups and its ability to act as their advocates in the planning and delivery of services.

66. Models of good practice for the meaningful engagement of VCF sector groups can already been seen in such things as the development of the NRF programme in Rotherham, LEGI and Pathways to Work in Doncaster and the arrangements that have already been made in Sheffield to establish strong VCF sector participation in its Work and Skills Board. The Sheffield board will have three VCF representatives drawing on the sector's expertise:

- in engaging those furthest from the labour market
- as a managing agent for employment programmes
- as a significant employer in its own right.

67. In addition, there are, at both the sub-regional and local level sounding boards where the majority of the membership is drawn from the VCF sector and which meet monthly to inform the development and delivery of the Employment Consortium's plans. This function is carried out at the sub-regional level by the South Yorkshire Work and Well-being Forum (see appendix 5), and at the local level by groups such as the Skilled in Sheffield Forum.

68. VCF organisations already play a leading role in the delivery of substantial and successful employment programmes to engage lone parents, people with disabilities and BME communities in each LSP area. The sector's expertise in this respect, its knowledge of the target groups and its effectiveness in engaging those who are hardest to reach is acknowledged by the consortium's commitment to include key VCF representatives in the local multi-agency Implementation Groups and to build on existing community-based foundations, such as the Stepping Stones initiative in Rotherham and the Jobnet community network in Sheffield. The consortium recognises that engaging its target groups and coordinating the 'whole person' approach to their needs through the key worker, is best achieved through the wide range of community regeneration organisations that exist locally, that already have a commitment to the target groups and which can be made even more effective if their activity is harnessed within an overall strategic commissioning and performance management framework.

69. The consortium also recognises weaknesses in its proposed plans and structures in that almost all of the existing VCF activity in the area of engagement and employability is reliant on fragile, discretionary funding and some communities e.g. ethnic minorities, require significant capacity building if they are to play a full and effective part in the work of the consortium. The consortium therefore acknowledges as challenges critical to its success, the need to embed the most effective VCF interventions within its mainstream resource planning and to undertake, through the VCF sector itself, capacity building with those communities that remain under-represented in both the planning and the delivery of its interventions.

70. Targets

DWP has set and agreed two standard targets with all 15 National City Strategy Pathfinder areas.

- **Target 1** – To reduce the numbers on key workless benefits (Jobseekers Allowance, Lone Parents, Income Support and Incapacity Benefits)
- **Target 2** – Increasing the overall employment rate

71. The South Yorkshire Consortium has agreed to work towards:

Target 1 - An additional 3% reduction in benefit caseloads by May 2009 over and above what is predicted to happen. This represents an overall reduction of Working Age Benefit Caseloads of 11,010 by May 2009 (7,782 predicted reduction, 3,228 additional 3% reduction).

Target 2 – Achieving an overall employment rate of 69.7% by May 2009.

72. Each of the four Work and Skills Boards within the South Yorkshire Consortium will be responsible for:

- An agreed numeric contribution to both the Employment Rate target and Reduction in Benefit Caseload target
- A set of sub targets that supports the Reduction in Benefit Claimants to include:
 - Job Seekers Allowance
 - Incapacity Benefit
 - Lone Parents
 - Black and Minority Ethnic

73. The details of all the above will be discussed and agreed with DWP in the near future. The Business Plan will then be updated to reflect the conclusions reached.

74. Programme Budget

The formulation of the budget for the consortium and its constituent Work and Skills Boards is at an early stage of development. The elements of the budget that are currently known are set out in the table below. In addition, the consortium has submitted an application for Objective 1 funding and is in discussion regarding the planning of ESF Transition Funding, and the South Yorkshire Consortium Officers' Group will undertake an exercise to identify additional resources to be contributed in support of the delivery model at the individual LSP level. Moreover, the mapping of both mainstream and discretionary resources deployed by all of the participating agencies which is due to be completed in June 2007, will represent the first step towards composing a single, South Yorkshire investment plan in support of the work of the consortium. The full budget will be built, therefore, once these prospective contributions can be quantified, confirmed and taken into account.

Source of Funding	2006-2007	2007-2008
Pump priming - South Yorkshire	£ 110,000	£ 237,000
DAF - South Yorkshire	£ 538,118	£ 1,647,000

75. Breakdown of Confirmed Budget Costs

Outline Costs 2006/07

Development of Consortium, initial projects and Work and Skills Boards – officer time from 1 October to 31 March	£	20,000
Preparation of Consortium Business Plan – consultancy Support	£	7,000
Recruitment, briefing and establishment of Barnsley, Doncaster and Rotherham Boards. Consultancy support	£	10,000
Preparation of bid for European funds – consultancy	£	5,000
Sponsorship of voluntary sector recruitment and networking	£	3,000
Admin support for initial Board meetings	£	1,000
Events and promotion, and setting up provider panel	£	6,000
Recruitment and costs of Director Post in Sheffield	£	20,000
Data Capture and Clarification	£	38,000
Total for 2007/08	£	110,000

Outline Costs 2007/08

4 Managers with on-costs	£	200,000
Marketing and events, including provider panel	£	15,000
Support for Board meetings, training, expenses etc	£	10,000
Data clarification and capture	£	12,000
Total for 2007/08	£	237,000

76. Cross Cutting Themes

The work of the consortium is embedded in the plans of the four Local Strategic Partnerships and aligned with the local Community Strategies, each of which takes in to account the impact of the Work and Skills boards proposed interventions on cross-cutting themes such as diversity and sustainability as well as the expected benefits for workless individuals and disadvantaged neighbourhoods resulting from enhanced, multi-agency work and skills programmes.

77. Diversity Diversification of the workforce has been identified as key to the future growth of the South Yorkshire economy. The consortium's targets have been identified in relation to black and minority ethnic communities, lone parents, claimants of IB/SDA and the partners of claimants. The consortium will evaluate its work by utilising Equality Impact Assessments (EIAs) covering disability, gender and race equality, as appropriate, in accordance with the Equality Standard for Local Government.

78. Health In response to the body of research that demonstrates the deleterious effects on mental and physical health and life expectancy of long-term worklessness, the consortium will strengthen further the good working relationships developed with its Primary Care Trusts through the Pathways to Work programme to monitor, evaluate and review its activities and the impact of its interventions in this field.

79. The consortium will also exploit its strong working relationship with local employers to ensure that it has strategies in place to assess and improve health in the work place, including developing preventative strategies to pre-empt long-term sickness leading to economic inactivity and by building 'return to work' pathways that help absent employees from entering the Incapacity Benefit category.

80. Economic Growth The work of the consortium is seen by all partners as being an essential to securing continued economic growth with social inclusion in South Yorkshire. Preconditions for the continued success and growth of the local economy include ensuring that sector-based employment pathways are designed in partnership with employers to ensure that the considerable pool of untapped labour available in the sub-region is given the support and opportunity to enter work and that the skills escalator is developed to ensure that those in the indigenous population who are entering work, those already in employment and those seeking career progression are equipped with skills, knowledge and experience necessary to sustain employment and to contribute to the transformation to a knowledge-based economy capable of competing in the global market place to which South Yorkshire aspires. It is the consortium's contention that its development of employer-led boards in response to Leitch and a coordinated, multi-agency approach established in response to Freud provides the framework through which employment and skills policy can be better linked to and therefore impact on local economic growth.

81. Regeneration The Work and Skills boards are nested within the family of partnerships that comprise the local LSPs. This connectivity is designed to ensure cross-fertilisation and a maximisation of impacts across partnerships. South Yorkshire is currently benefiting from significant regeneration programmes and the Work and Skills boards are charged with ensuring that the employment and skills

dimensions of this activity are taken into account and that programmes are designed to help jobseekers, employees and local business to benefit from the significant investment in regeneration. For instance, strong inter-partnership working at both the sub-regional and the LSP level has led to the negotiation of an employment and training compact and transitional labour market arrangements with those developers and their supply chains that are responsible for the delivery of the billion pound Housing Market Reform programme. It is the consortium's intention to extend this model into other areas of activity that are benefiting from regeneration and public procurement.

82. Social Inclusion Increasing social inclusion is a priority for the consortia. The consortia will work in line with the government action plan Reaching Out: An Action Plan on Social Exclusion, which sets out the actions being taken across government to improve the life chances of those who suffer, or may suffer in the future from disadvantage.

83. The Work and Skills Board will address social inclusion through the identified priority groups, particularly those experiencing multiple disadvantage and those facing deep and persistent social exclusion. This will be addressed through the multi-agency support approach which is embedded in the South Yorkshire consortium.

Governance and Management

84. Governance

A diagram detailing the governance and management arrangements for the South Yorkshire consortium covering the sub-regional executive, its four constituent Work and Skills boards and the operational groups that will support them is set out at appendix 5.

85. Federal Model

The four LSPs in South Yorkshire share a common vision, similar employment and skills challenges and a consensus as to how these will be tackled. At the same time, the consortium wishes to furnish each LSP with the discretion to develop local solutions to meet in each area, a different mix of needs and opportunities. For instance, Sheffield has a particular need to close the employment gap for BME communities, whereas the overwhelming predominance of the white population in Barnsley does not give this issue the same local significance. Similarly whilst the distribution sector provides a major opportunity for employment in Doncaster, it does not merit the same level of priority in Rotherham. For this reason the consortium will establish a Work and Skills Board in each of the four LSP areas and the composition and work plan of each board will differ to reflect the area's employer base and local priorities. The consortium will therefore establish a federal model that allows for the highest level of local flexibility and responsiveness in tackling employability and skills issues whilst, at the same time acknowledging the value of sub-regional coordination already seen through the operation of LSC SY, the South Yorkshire Employer Coalition and the recent amalgamation of the South Yorkshire JCP districts.

86. South Yorkshire Executive Board

Local autonomy is an important feature of this model of governance but the consortium believes it is essential for the four local boards to commit to a single vision and to adhere to a common set of operating principles. The boards will therefore individually exploit the strengths of local relationships, opportunities and experience whilst collectively; they will operate within a common framework of aims, target setting, performance management and the sharing of best practice, as set out in the original Expression of Interest and this Business Plan. The work of the local boards will be overseen by a South Yorkshire Executive Board to ensure that this happens. This executive board will build on existing sub-regional partnership arrangements including the Objective 1 Programme Management Board and the monthly South Yorkshire Chief Executives' meeting. In line with these arrangements the Executive Board will be an unincorporated association. Its membership will comprise the four Chief Executives of the South Yorkshire local authorities, the chairs and vice chairs of the four boards, the JCP District Manager and the Executive Director, LSC SY. Yorkshire Forward and GOYH will be invited to attend under observer status. The existing South Yorkshire Partnership will act as the secretariat for the board. The common operating principles that will govern the work of the Executive Board are set out in the Terms of Reference attached as appendix 6. These Terms of Reference have been approved by the South Yorkshire Chief

Executives' meeting, and it is intended that these will be ratified, now that the four sub-regional Work and Skills boards have been established, in July 2007 when the South Yorkshire Executive Board is scheduled to hold its inaugural meeting. The work of the executive and the means by which conflict resolution will be achieved is detailed in a draft Memorandum of Understanding covering the governance and management of the South Yorkshire Executive Board. This memorandum is adapted from tried and tested sub-regional partnership arrangements, which have been employed successfully to manage the determination of policy and to deploy the substantial resources associated with the Objective 1 programme. It is proposed that the Memorandum of Understanding will be ratified by the inaugural meeting of the South Yorkshire Executive Board in July 2007.

87. Work and Skills Boards

The four employer-led boards are unincorporated associations and will provide an important mechanism through which local employers can directly influence the deployment of public resources on the part of those strategic agencies responsible for employment, skills and economic development. The intention is that public funding and provision will become more responsive to employers' needs and those of the target groups. The consortium does not expect organisations to change their institutional accountabilities and governance arrangements as a result of participation in the boards. However, there is an expectation that participation in the new consortium brings with it the responsibility to move to a new level of partnership working and a commitment to joint planning, maximum flexibility in support of agreed goals and targets, pooled funding where this is possible, aligned funding where this requires longer-term planning and the deployment of human and other resources to a dedicated delivery team. In line with the Leitch recommendations, the boards will provide a forum where collectively, employers can hold public agencies to account for the parts they play in meeting labour market needs. The boards will take action through their strategic partners, to address gaps in provision where these are identified, or where existing arrangements remain unresponsive to customers' needs. The local boards will be nested within their respective LSPs. The local boards will be responsible for:

- providing local leadership, vision and direction in tackling worklessness, poverty and the skills deficit
- representing the employer voice, focusing on growth sectors and those with high replacement demand
- systematically assessing existing and future skills, employment and training needs and ensuring provision is shaped to meet these
- developing a strong understanding of the quality, range and effectiveness of local provision
- ensuring that provision is commissioned which is locally designed with the active participation of employers, creating employment pathways for those furthest from the labour market
- securing partnership working and community engagement in the shaping of provision and the reduction of barriers to access and progression
- monitoring, evaluating and reviewing performance and impact; and holding partners and providers to account for the achievement of agreed targets.

South Yorkshire City Strategy Pathfinder Business Plan

88. It has been agreed by the National Employer Panel that the functions of the South Yorkshire Employer Coalition will be subsumed within the new, sub-regional Work and Skills boards. To ensure that these arrangements are embedded, to secure consistency and coherence in planning and operations across South Yorkshire and to cultivate strong partnership working between the local boards and their Multi-agency Implementation Groups, the NEP will continue to fund, until at least March 2008, a South Yorkshire Employment Consortium Coordinator. The post holder will coordinate the work of the South Yorkshire Consortium Officers' Group which acts as the operational arm of the South Yorkshire Executive Board and which is charged with the task of delivering a collaborative approach across the four LSP areas.

89. The terms of reference for the Barnsley, Doncaster, Rotherham and Sheffield Work and Skills board are set out in appendices 7 -10 respectively. A table setting out the membership and characteristics of the Sheffield Work and Skills Board can be found at appendix 11. Similar tables for the remaining boards will be added as the memberships are confirmed.

90. Each board will be supported by an employment coordinator who will have responsibility for:

- servicing the board and developing, with the chair, its work plan
- maintaining the active engagement of participating employers and engaging new ones
- supporting the multi-agency Implementation Group and overseeing progress against the three-year plan
- managing the budget and reporting on management, financial and performance information
- overseeing the board's communications and consultation strategy
- connecting to the South Yorkshire Consortium Officers' Group
- to maintain consistency and cultivate good practice.

91. Sheffield and Rotherham have agreed the secondment to this role of JCP managers who are now in post and the remaining two LSP areas have established temporary arrangements but will make similar appointments by the summer of 2007. The generic job description for coordinators is attached as appendix 11.

Programme Management

92. South Yorkshire Consortium Officers' Group

To ensure a consistency of approach, adherence to the agreed delivery model and high level targets, the strengthening of sub-regional partnership working and the sharing and transfer of best practice, the consortium has established a sub-regional operational group comprising the lead officers supporting each of the Work and Skills boards, JCP and LSC SY. This group is responsible for the delivery of the consortium's annual delivery plan and is accountable to the South Yorkshire Executive Board.

93. Multi-Agency Implementation Groups

Each board will be supported by a Multi-agency Implementation Group, which has representation from the local authority, the local LSC team, JCP, the health sector and those private and VCF sector partners with specific expertise in engaging and working with the target groups. These arrangements are designed to ensure that in each LSP area there is sufficient capacity available from the contributing partners to ensure that the programme can be delivered effectively and efficiently. Each Multi-agency team will be led by an employment coordinator appointed by the respective local authority and line managed by a senior manager in that local authority. Each Multi-agency Implementation Group will be responsible for drawing up and delivering a three-year Implementation Plan. Each Multi-agency Implementation Group will report to its respective Work and Skills Board. Each group will ensure that the strategic direction and agreed targets are adhered to and reported on regularly. To achieve this it will be responsible for:

- working with employers to articulate their skills needs
- negotiating sector-specific skills and employability pathways with employers and ensuring a steady supply of job-ready labour market entrants whom the former can have confidence in recruiting
- assisting the target groups in navigating pathways to employment and skills, and taking active measures to address barriers to work
- ensuring all job seekers and those in fragile employment have reasonable access to provision and adequate support
- ensuring that the provision that is commissioned is locally designed with the active participation of employers, creates employment pathways for those furthest from the labour market and supports a qualified workforce
- monitoring, evaluating and reviewing performance and providing accountability for the achievement of local and national targets.

94. The results of improved inter-agency working that draws upon the respective strengths and expertise of partners and which results in shared goals, a single plan and the more effective deployment of resources will include:

- a better understanding of and new ways of working with economically inactive people
- stronger collaboration in the sharing of labour market information, best practice and a vision for how services for those who are workless and low skilled will be developed
- joint working between community regeneration agencies and statutory partners in the outreach and marketing needed to engage the economically inactive
- enhanced connectivity between partners to ensure that the services offered to individuals are personalised, seamless, effective and efficient
- a better supply-side responsiveness to employers' recruitment and skills needs with an enhanced jobs brokerage service and bespoke training programmes
- a new approach to commissioning and contestability that improves supply-side responsiveness to the individual and the employer.

95. The Lifelong Learning and Skills Service of Sheffield City Council will act as the administrative lead and budget holder in relation to consortium-wide activity and as the consortium's first point of contact with the City Strategy Team, DWP, DfES and DCLG. For these purposes it will act under the auspices of and report to the South Yorkshire Executive. On matters of operational and financial management this Service will liaise with and work through the South Yorkshire Consortium Officers' Group. These arrangements, involving one local authority acting as the accountable body for the sub-regional consortium for the purposes of finance, contracting and performance management mirror the structures established to manage successfully the collaborative employment and skills interventions undertaken as part of the Objective 1 programme, as endorsed by the European Commission and GOYH.

96. The federal model adopted by the consortium means that the Work and Skills Board in each LSP area will remain responsible for its own implementation plan and the deployment of resources associate with this. The LSP in each area will make arrangements, through the relevant local authority, to ensure that the local Work and Skills Board has robust management and administrative arrangements in place to support the work of its board.

97. Performance and Financial Management

The consortium has agreed a set of high level Key Performance Indicators (KPIs) by which it will measure its performance against the stretching targets that it has set itself. These include measures of the employment rates, against the 2007 baseline, for:

- the sub-region
- each LSP area in the consortium
- lone parents
- disabled customers
- BME communities

as well as measures for:

- the JSA claimant rate
- the additional number of partners of claimants moving into work
- the proportion of the population achieving Level 2 by 19
- the proportion of the working age population qualified to Level 2
- the proportion of the working age population qualified to Level 3.

98. Led by the JCP district, data for these KPIs and related management information will be collected by the consortium's multi-agency data team. The team will draw on employment rate and claimant count data produced on behalf of JCP, local data collected by the Jobnets relating to those categories for which JCP data is not currently available including BME and dependant statistics and skills-related data collected by LSC. Performance Reports will be received monthly by the South

South Yorkshire City Strategy Pathfinder Business Plan

Yorkshire Coordinating Officers' Group and reported to the South Yorkshire Executive Board, which has responsibility for overseeing the performance of the consortium against the targets that it has set itself. LSP-specific performance reports will be received at least, bi-monthly by the constituent Work and Skills Boards and their supporting Implementation Groups. The local boards will have responsibility for monitoring progress and performance at the individual LSP level and for the contribution that each board makes to the targets agreed by the consortium. The boards will require the Implementation Groups to take action to address underperformance against targets and timescales and to report back accordingly.

99. The performance of the consortium as a whole will be reviewed at the monthly meetings of the South Yorkshire Consortium Officers' Group and a progress report will be prepared for each meeting of the South Yorkshire Executive Board with details of actions taken, or proposed, to address underperformance by the consortium, or any of its constituent boards.

100. The consortium's budget will be administered by the Grants Administration Unit of Sheffield City Council. This unit has longstanding experience under the Objective 1 programme, of distributing, monitoring, auditing and reporting on complex, multi-million pound sub-regional programmes with multiple funding streams. The unit's processes and procedures have been judged to be robust and rigorous by both internal and external auditors. The unit is led by a senior manager and comprises a team of experienced monitoring officers who are responsible for ensuring that audit trails are in place for all relevant activity, that programmes perform to budget and that partner organisations have in place strong financial management arrangements for the administration of discretionary funds devolved to the local boards by the consortium. An External Initiatives Group, bringing together programme managers and officers from Sheffield City Council's finance team, meets monthly to consider financial management reports for all programmes and projects and a Financial Review Panel meets as required, to approve significant changes or actions required to address significant budget variances. The Grants Administration Unit will be responsible for the financial monitoring and administration of the consortiums and will provide financial reports on a regular basis to Sheffield City Council as the accountable body representing the sub-regional consortium, to the South Yorkshire Consortium Executive that has responsibility for overseeing the performance of the partnership as a whole and to the four Work and Skills Boards which have responsibility for the implementation, management and resourcing of the programme at the LSP-specific level.

101. The federal model means that the four local Work and Skills Boards will accept financial accountability for devolved discretionary funding secured by the consortium. They will set out a budget as part of their three-year implementation plans and they will set in place, through their LSP's, arrangements for financial administration that satisfy the requirements established by the Grants Administration Unit and agreed by the Employment Consortium.

102. In addition, the local boards will work through their contributing funding partners to help shape the strategic commissioning of mainstream provision that they determine is required to meet the employment and skills needs of employers and

South Yorkshire City Strategy Pathfinder Business Plan

individuals. This model will be trialled initially, at the instigation of LSC with Work Based Learning provision. The boards will rely upon tried and tested financial and contract monitoring arrangements that already exist in participating agencies such as LSC and JCP.

103. Administrative Budget

The administrative costs associated with the work of the consortium and its contributory boards will be no more than 5% of the total budget. The true support costs for such a complex, wide ranging, multi-agency venture are considerably more than this and these additional costs have been absorbed by partners. The consortium's approach is to develop more connected, more targeted and innovative ways of working that make better use of existing resources and which mainstream those interventions that can be shown to have had high impact. The aim therefore will also be to mainstream the coordinating and administrative costs associated with these interventions as part of the single resource plan that will operate in each LSP area. The consortium's investment plan will be published in June 2007 pending DWP's confirmation of the full amount of the DAF to be made available to the consortium. The investment plan will detail the allocations made against administrative headings including programme management, consultation, communications, monitoring, review and evaluation.

104. Risk Management

The risk register will be a live document that is updated on a regular basis as the work of the consortium develops by the South Yorkshire Consortium Officers' Group. Regular reports relating to the register will be made to the South Yorkshire Executive Board, which has responsibility for overseeing the development, delivery and performance of the consortium as a whole.

105. Table 14: South Yorkshire Employment Consortium Risk Register

Risk	Consequence	Mitigation
Work & Skills Boards are not established according to timetable or the agreed operating principles	Consortium's progress & performance is inhibited	Monthly monitoring of progress against Consortium's development plan by South Yorkshire Consortium Officers' Group with referral of outstanding issues to South Yorkshire Executive
Work and Skills Boards do not recruit a critical mass of committed & effective employers drawn from key sectors	Failure to establish well-balanced & effective employer-led boards committed to recruiting from target groups	Consortium coordinators are proactive in securing the right balance of employer representation
LSPs do not recruit	Local Work and Skills	Local Implementation

**South Yorkshire City Strategy Pathfinder
Business Plan**

effective consortium coordinators according to timetable	Board's progress & performance is inhibited	Groups negotiate suitable secondments from participating agencies in a timely fashion
Local Implementation Groups are ineffective	Local Work and Skills Board's progress & performance is inhibited	LSPs responsible for ensuring all key stakeholders commit experienced & effective managers to the Implementation Group. That the group understands its remit & responsibilities & that its work is overseen by the responsible Work & Skills Board
Three-year implementation plans are inadequate or not produced to schedule	Consortium's progress and performance is inhibited	Agreement to adopt SMART planning principles, for South Yorkshire Consortium Officers' Group to act as critical friend & report on progress to South Yorkshire Executive
Flaws in proposed delivery model are not identified & addressed	Consortium's progress & performance is inhibited	Development & operation of the model is reviewed regularly by local boards & the South Yorkshire Consortium Officers' Group
Mainstream employment & skills programmes e.g. Pathways to Work or Train to Gain continue to operate outside of the Implementation Plan	Consortium's value added limited by duplication, incoherence, lack of coordination & the inability to use finite resources for maximum impact	Close partnership working between the local authorities, JCP & LSC in support of the Work & Skills Boards that allows for integrated planning and an effective delivery model that enhances rather than inhibits mainstream programmes
Lack of clarity regarding responsibilities & functions of stakeholders within delivery model	Consortium's value added limited by duplication, incoherence, lack of coordination & the inability to use finite resources for maximum impact	Review of current provision & composition of local Implementation Plans that identify clear roles & responsibilities for participating stakeholders

**South Yorkshire City Strategy Pathfinder
Business Plan**

<p>Failure to revise established practices and regulations, on the part of contributing agencies, which the consortium believes would improve service delivery</p>	<p>Consortium's proposed model & projected improvement in performance cannot be tested fully</p>	<p>Close partnership working between the local authorities, JCP, LSC & the VCF sector in support of the Work and Skills Boards secures collective commitment to the delivery model. Enabling measures sought where current restrictions inhibit evidence-based improvements</p>
<p>Inadequate resources to implement the delivery model & priorities for action determined by local boards</p>	<p>Consortium's proposed model & projected improvement in performance cannot be tested fully. Employers & other key agents withdraw their support for the consortium</p>	<p>Close partnership working between the local authorities, JCP, LSC, Yorkshire Forward and GOYH to create a single resource plan that underpins the agreed three-year Implementation Plan & which makes better use of existing resources & releases additional funding for capacity building & innovation</p>
<p>Failure to engage a wide range of employers in recruiting from the target groups & in upskilling the existing workforce</p>	<p>Inability to meet 2010 employment rate target by reducing economic inactivity among target groups</p>	<p>Communications strategy to promote delivery model & business case for workforce diversity to employers</p>
<p>Failure to recruit from target groups</p>	<p>Inability to meet 2010 employment rate target by reducing economic inactivity among target groups</p>	<p>Close working with VCF sector to enhance engagement, assessment & support mechanisms for target groups. Effective operation of inter-agency data team to allow for effective targeting</p>
<p>Inadequate financial planning, monitoring & review</p>	<p>Consortium's progress & performance inhibited by inefficient deployment of resources</p>	<p>Maintenance of robust financial management arrangements, subject to external audit, on the part of the consortium & its constituent boards</p>

106. Implementation Timeline

Please see appendix 13. The implementation timeline will be revised and supplemented as the work of the consortium develops during 2007.

Consultation, Communication and Learning

107. Consultation

Each LSP places a premium on consultation with its stakeholders and has well-established strategies and procedures which have already, or will be used to secure commitment to the aims and objectives of the Employment Consortium, to agree the membership of the local boards and to help shape implementation plans. Rotherham, for instance has organised consultation through its Achieving Partnership and its Employability and Adult Learning groups, which together encompass the public, private and VCF sectors. Sheffield has set in place a Skilled in Sheffield Forum that meets monthly and has widespread VCF and public sector involvement. It also has an Employers' Sounding Board organised by the Chamber of Commerce and has organised a launch of the consortium for local employers. Moreover, it has worked with its Community Empowerment Network to organise a half-day consultative conference with the VCF sector and plans a similar private sector event for March 2007. In all four LSP areas it has been the responsibility of the Multi-agency Implementation Group, acting on behalf of and overseen by its local Work and Skills Board, to organise consultation on the consortium's strategy, targets and implementation plan with employers, the VCF sector and other stakeholders. Moreover, the South Yorkshire Consortium Officers' Group has organised events involving the wider partnership of employers and community representatives to secure feedback on the strategic priorities to be adopted by the consortium and the design of key elements of the operating model. Feedback from the consultative exercises undertaken in each LSP area have been used to inform the refinement of this business plan, the local implementation plans and the operating model adopted by the consortium.

108. Communications

The consortium will develop a fully-fledged marketing and communications strategy that will build upon good practice and existing channels and networks in the four LSP areas. For instance, Barnsley is planning a marketing campaign based upon the tried and tested model used by its development agency, Rotherham is preparing a regular e-bulletin to disseminate the work of its board and the wider consortium and Sheffield has engaged the marketing company retained by its LSP to organise its board's PR, press coverage and high profile launch events. The consortium's marketing and community strategy will be overseen by the South Yorkshire Consortium Officers' Group and progress against this will be reported to the South Yorkshire Executive Board and the four constituent Work and Skills Boards. The strategy, when published in June 2007, will detail aims and objectives, methodologies, target audiences and timescales.

109. Learning

Each Work and Skills Board has, at the local level, monitoring, evaluation and review built into its remit and will, with the support of its Implementation Group ensure that it identifies the most successful elements of its work, that these are built on and that they are shared across the consortium.

110. The South Yorkshire Consortium Officers' Group meets on a monthly basis and will, as part of its work schedule, evaluate and review the work of the consortium and report on this to the South Yorkshire Executive. It will organise an annual, sub-regional conference that will allow all stakeholders to meet, celebrate successes and share best practice. The consortium will also commit to a process of continuous improvement and, as well as reviewing where incremental changes could enhance delivery and improve impact, it will also endeavour to learn from its mistakes and share experience from across the consortium.

111. The Employment Consortium is already establishing good working relationships with other pathfinders and endeavouring to learn from innovation and success elsewhere. The South Yorkshire Consortium has already met with its equivalent in Nottingham and has meetings planned with West London and the West Midlands. A consensus is emerging among a number of pathfinders, of the value of meeting regularly to address common issues and to share developments both through the City Strategy meetings organised by DWP and independently. The South Yorkshire Consortium is active in this respect.

112. We are also looking beyond the pathfinders to seek out good practice. For instance, the South Yorkshire Consortium has pursued links with the Fair Cities initiative both through the national director and through contact with Bradford. A workshop to learn from the Fair Cities experience of employer-led boards is being planned for our consortium and those of Glasgow and Edinburgh.

113. The consortium recognises customer feedback as a key indicator of its relative success and as an essential tool for continuous improvement. For these reasons customer satisfaction, as measured both through surveys and focus groups, will form an important part of the consortium's monitoring, evaluation and review processes. In Sheffield for instance, the local partnership will duplicate the 'How was it for you?' campaign that it is using successfully with those 14-19 year olds not in Education, Employment or Training to evaluate user feedback on the quality, accessibility and effectiveness of the strategies and programmes that it has set in place.

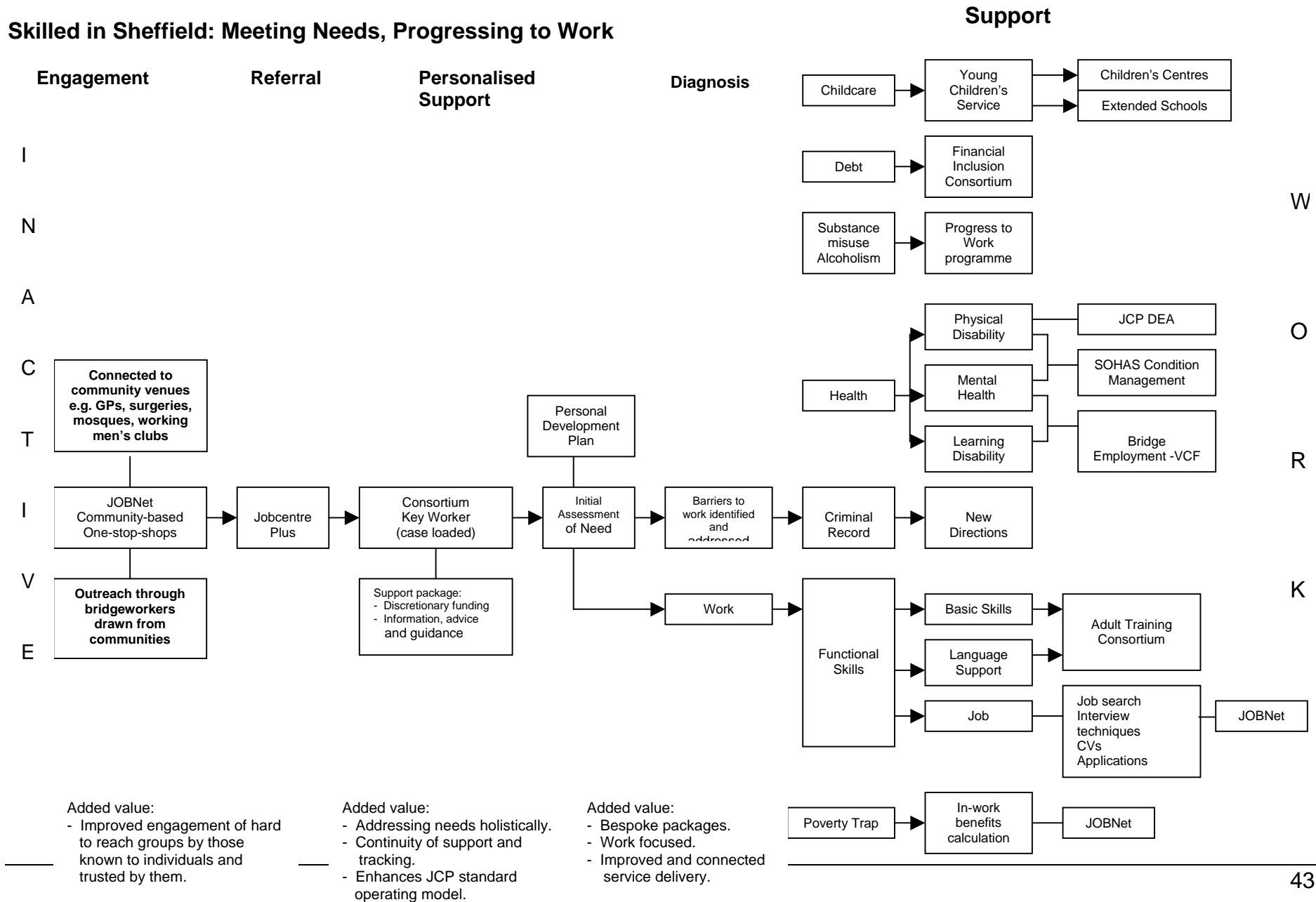
114. Review and Evaluation

The consortium is committed to the principle of 360-degree formative review and evaluation and welcomes the opportunity to work with those commissioned by DWP to undertake the national evaluation to ensure that the local evaluation framework is comprehensive and is consistent with the national methodology. The consortium will have agreed its evaluation framework by July 2007.

South Yorkshire City Strategy Pathfinder Business Plan

Appendix 1

Skilled in Sheffield: Meeting Needs, Progressing to Work



**South Yorkshire City Strategy Pathfinder
Business Plan**

Appendix 2a

Jobcentre Plus Provision South Yorkshire 2006/07

Local Authority Area	Type of provision divided by PCDL, Steps, WBL, etc	Providers (with an indication as to whether private, voluntary or VCF)	Targets set 2006/07 Start Volume & Job Target Outcome from Leavers	Outcomes achieved 2006/07 Starts & Jobs Achieved to Nov 06	Comments on Quality or Value for Money
Sheffield Rotherham Barnsley Doncaster	New Deal FTET ETF VSO LAP GTW	Action For Employment Not Doncaster Norfolk & Waveney Enterprise Service	2698 total starts Job outcome achieved targets 52% / 35% 47% 47% 47% / 35% 55% not available	1971 starts not available not available not available not available not available	Jobcentre Plus Provision Jobcentre Plus Provision
	Self-Employment New Deal for Musicians Independent Basic Skills Assessment	Armstrong Learning Personnel Evaluation Consultants	not available 1313 starts No outcomes applicable	not available 969 starts	Jobcentre Plus Provision Jobcentre Plus Provision LSC contracting on behalf of Jobcentre Plus LSC contracting on behalf of Jobcentre Plus
	Basic Skills	Morthyng Rathbone (Sheffield only)	483 starts 100 starts	not available not available	Jobcentre Plus Provision

**South Yorkshire City Strategy Pathfinder
Business Plan**

						Jobcentre Plus Provision
	Progress2work	Sheffield Futures - (Sheffield)		150 starts / 30%	85 / 34%	
		SOVA – (Barnsley)		50 starts / 40%	41 / 35%	
		SOVA - (Rotherham)		50 starts / 40%	27 / 33%	Jobcentre Plus Provision
		A4E – (Doncaster)		150 starts / 30%	53 / 25%	ESF / JC+ Co Financed
	Progress2work Link Up	NACRO - (Sheffield)		200 starts / 30%	144 / 50%	
		SOVA – (Barnsley)		50 starts / 40%	45 / 26%	
		SOVA - (Rotherham)		50 starts / 40%	32 / 32%	
		A4E – (Doncaster)		150 starts / 33%	89 / 50%	ESF / JC+ Co Financed
	Programme Centre	Personnel Evaluation Consultants (South Yorkshire)		2000 starts / 50%	1604 / 50%	
				173 starts / 50%		ESF / JC+ Co Financed
	JET – Jobs, Employment, Training	Nord Anglia			173 / 50%	ESF / JC+ Co Financed
	Source of Your Own Destiny	Meadowhall Training Ltd (Sheffield & Rotherham)		90 / 31%	66 / 21%	ESF / JC+ Co Financed
	Headstart	Personnel Evaluation Consultants (South Yorkshire)		130 / 70%	0 / 0%	ESF / JC+ Co Financed
	Work & Well Being	Sheffield City Council – Employment Unit (Sheffield only)		170 / 30%	67 / 82%	
	Formula for success	Phoenix Enterprises Ltd (Rotherham Only)		253 / 40%	204 / 42%	Jobcentre Plus Provision
		Into Business Ltd (South Yorkshire)		30 / 70%		ESF / JC+ Co Financed
	Self Employment Routeway	Phoenix Enterprises Ltd Barnsley, Rotherham, Doncaster)		255 / N/A	not available	
	In Work Support				53 / N/A	Jobcentre Plus Provision

**South Yorkshire City Strategy Pathfinder
Business Plan**

	Work Preparation	BTCV Enterprises, Morthyng, Prospects, Remploy, Literacy lifeline, RNIB Education & Employment, Work Fit, Mencap (South Yorkshire Providers)	not available	not available	Jobcentre Plus Provision
	Work Step	Sheffield Council, Doncaster Metropolitan Borough Council, Shaw Trust, Barnsley Metropolitan Borough Council	not available	not available	
	New Deal For Disabled People	Shaw Trust, Action for Employment, Yes2work, Employment Opportunities, Proability	not available	not available	

**South Yorkshire City Strategy Pathfinder
Business Plan**

Appendix 2b

Breakdown of LSC Funding Provision

LSC Funding Provision					
Provider	Nature of Service	Targets and Outcomes 2005/06	Quality and VFM		
Sheffield					
Sheffield College	FE	16 -18 Planned: 6861 Actual: 7116	All provision is satisfactory or above as judged by ALI or Ofsted		
Longley Park 6 th Form College					
Southey Training and Resource Centre	First Steps and Skills for Life	19+ Planned: 21,946 Actual: 22,216			
Sheffield Environmental Training					
Open Door Adult Centre					
Manor Training and Resource Centre					
Chapel Green Community Centre					
Heeley City Farm					
Sheffield City Council - ACL				First Steps, PCDL and Skills for Life	Skills for Life Planned: 6880 Actual: 6390
Action for Employment	Work Based Learning	16-18 Actual: 1797	All provision is satisfactory or above as judged by ALI		
Henry Boot Training					
Babington Business College					
In Touch Care					
Sheffield Teaching Hospital					
The Source					
Metskill					
Sheffield Trainers Limited				19+ Actual: 1013	

**South Yorkshire City Strategy Pathfinder
Business Plan**

Sheffield College			
Barnsley			
Barnsley College	FE	16 - 18 Planned: 3,381 Actual: 3,022	All provision is satisfactory or above as judged by ALI or Ofsted
Northern College			
Barnsley Metropolitan Borough Council	First Steps, PCDL and Skills for Life	19+ Planned: 5,556 Actual: 9,513	
		Skills for Life Planned: 2,560 Actual: 2,663	
Barnsley Hospital Based Learning			
Barnsley Hospital	Work Based Learning	16 -18 Actual: 611	All provision is satisfactory or above as judged by ALI
Barnsley College			
Barnsley Metropolitan Borough Council		19+ Actual: 212	
Future Wize			
HCTC			
Independent Training Services			
Leslie Frances			
Rotherham			
RCAT	FE	16 -18 Planned: 4,844 Actual: 4,735	All provision is satisfactory or above as judged by ALI or Ofsted
Dearne Valley College			
Thomas Rotherham College	First Steps, PCDL and Skills for Life	19+ Planned: 21,588 Actual: 20,510	
Rotherham Metropolitan Borough Council		Skills for Life Planned:3,970 Actual: 3,494	

**South Yorkshire City Strategy Pathfinder
Business Plan**

Barber Blvd	Work Based Learning	16 -18 Actual: 577	All provision is satisfactory or above as judged by ALI
JHP Group			
Morthying Limited			
Rotherham MBC			
Strategic Training Partnership			
VC Train			
Doncaster			
Doncaster College	FE	16-18 Planned: 2,974 Actual: 2,679	All provision is satisfactory or above as judged by ALI or Ofsted
Northern Racing College			
Doncaster Metropolitan Borough Council	First Steps, PCDL and Skills for Life	19+ Planned: 19,761 Actual: 17,197	
Doncaster & Rotherham District Motor Trades(GTA)			
DMBC	Work Based Training	16 -18 Actual: 848	All provision is satisfactory or above as judged by ALI
ESA Business Development			
Oracle Training Consultants			
Pertemps Recruitment Partnership			
Protocol Skills			
YMCA			
Entry to Level 2 - SY	Pre e2e/apprenticeship programme for 16 –18 NEETS		

Appendix 2c

Breakdown of Other Funding Provision

Other Provision			
Provider	Nature of Service	Targets and Outcomes 2005/06	Quality and VFM
Assisting People Back into Work across SY(JC+) Objective One	To increase the effective labour supply by helping economically inactive into work		
SY Construction JobMatch Objective One	Linking long term infrastructure investment in local authorities with the industry's need for labour	350 people into work	
SCOOP Aid Ltd Objective One ESF Priority 3b, Measure 17	SCOOP Aid Ltd supports over 1,000 lone parents every year delivering a mix of advice, advocacy, support, training and action planning	Oct 05 - Dec 07 275 parents assisted; 127 parents receive training; 176 parents achieve a positive outcome; 33 parents access employment	

**South Yorkshire City Strategy Pathfinder
Business Plan**

<p>Sheffield Centre for Full Employment Transitional Labour Market programme Objective One</p>	<p>Full Employment Sheffield seeks to reconnect economically inactive residents of deprived communities to the labour market through customised solutions</p>	<p>2117 people into work</p>	
<p>Rotherham Phoenix Transitional Labour Market programme Objective One</p>	<p>Targeted at unemployed 16 – 65. Phoenix support, mentor those with multiple barriers to employment back into work</p>	<p>150 people in to work</p>	
<p>Rotherham Phoenix Enterprise Funded by – <i>Coalfield SRB</i></p>	<p>Stepping Stones, intensive community focused employment service</p>	<p>(Sep 05 – Aug 06) 621 clients engaged on programme <i>(target 425)</i> 240 job starts <i>(target 187)</i></p>	
<p>Barnsley Transitional Labour Market programme Objective One</p>	<p>The new partnership will deliver a demand led, supply side intervention which will reduce social exclusion and increase economic activity and diversity</p>	<p>300 people into work over a three year period</p>	
<p>Doncaster Chamber of Commerce Transitional Labour Market programme Objective One</p>	<p>Project from Doncaster Chamber aimed at engaging the socially excluded, developing skills and training and providing work placements</p>	<p>78 people into work</p>	

**South Yorkshire City Strategy Pathfinder
Business Plan**

Sheffield			
Sheffield City Council Employment Unit: Lone Parents <i>LPSA 2</i>	Lone parents who are not engaged in an alternative employment scheme that are helped into sustained employment as a direct result of local authority intervention	75 (2007/2008)	
Sheffield City Council Apprentices for all – Burngreave <i>New Deal for Communities</i>	City Council brokered apprenticeships in targeted areas in the city	188 (Jan 2006 – Jun 2008)	
Employment Links NRF	Designed and monitored by the city's vulnerable people's task group. The project worker supports progress towards employment for the most disengaged adults in the city centre		
Health Works NRF	A multi agency project designed to work with IB clients on condition management to enable access to training or employment	To move 1500 IB claimants closer to paid employment, supporting 150 into paid employment: Refer: 75 people to employment agency/JobNet 225 into Condition Management Programme 450 to other support services	

**South Yorkshire City Strategy Pathfinder
Business Plan**

Barnsley			
Voluntary Action Barnsley	Provides volunteering advice to individuals and provide training to organisations involving benefit claimants		
Social Enterprise Barnsley	Developing social enterprise projects within the community partnership infrastructure		
Rotherham			
Rotherham Council <i>Funded by NRF</i>	Development of Community Learning Plans in eight communities		
Rotherham Chamber of Commerce (with Connexions, Yorkshire Trust, United Multicultural Centre) <i>Funded by - NRF</i>	Jobs Brokerage - a recruitment service that matches individuals to job vacancies, training placements and job trials	Programme commenced summer 2006	
Rotherham Chamber and Rotherham PCT <i>Funded by NRF</i>	Healthy Workplace checks and support for SMEs to prevent loss of employment through health grounds		
Rotherham PCT and Valley Healthy Living Centre <i>Funded by SRB</i>	Supporting people from the Valley area of Rotherham to access job opportunities within the NHS		
RMBC <i>Funded by SRB</i>	Supporting people with learning disabilities to develop gardening skills		

**South Yorkshire City Strategy Pathfinder
Business Plan**

	and access job opportunities		
Dinnington Employers Forum <i>Funded by SRB</i>	Bringing together organisations in the Dinnington area to provide local job opportunities and overcome barriers to work		
RiDO	JOBMatch, employer engagement and networking to local providers	(Apr - Sep 06) Job vacancies/opportunities created by companies -265 Referrals made to individual partners per job opportunity-1987	
Academy of Construction Trades <i>Funded by – RMBC, private sector</i>	Construction trades training and management of Construction JOBMATCH (Rotherham). Working with a number of Rotherham schools.	2006 (NRF funded) x70 year 10 and 11 young adults progressing to NVQ level 1 in construction (<i>target 70</i>)	
Doncaster			
Doncaster CVS with MIND, SYCUL, North Doncaster Development Trust and 3 other Vol/Com organisations NRF	Voluntary engagement with Pathways to Work	Engage with 1000 long term IB claimants and refer 600 to Pathways to Work	
Doncaster PCT with Doncaster Chamber Occupational Health Service for SMEs NRF	Provides occupational health service as a way of preventing loss of employment through ill health		
DMBC Customer Services Job shops NRF	Integrates the employment support functions into the council's		

**South Yorkshire City Strategy Pathfinder
Business Plan**

	neighbourhood delivery model. Employment support will be integrated with Welfare Rights outreach through the roll out of customer service centres.		
Doncaster College Support to BME Communities. NRF	Supporting access to education, training and employment for identified target groups: Asylum Seekers, refugees, local BME residents & EU migrants		
Doncaster Council with Doncaster Women's Centre NRF	Project addresses underlying under-participation and achievement in learning which leads to the social exclusion of women with learning difficulties/ disabilities		
Doncaster Council Apprenticeships NRF	Targets people from disadvantaged communities, pulls together existing funding (LSC, JC+, TLM) to give a comprehensive package of work experience and accredited training. Single point of contact for both employers and trainees		

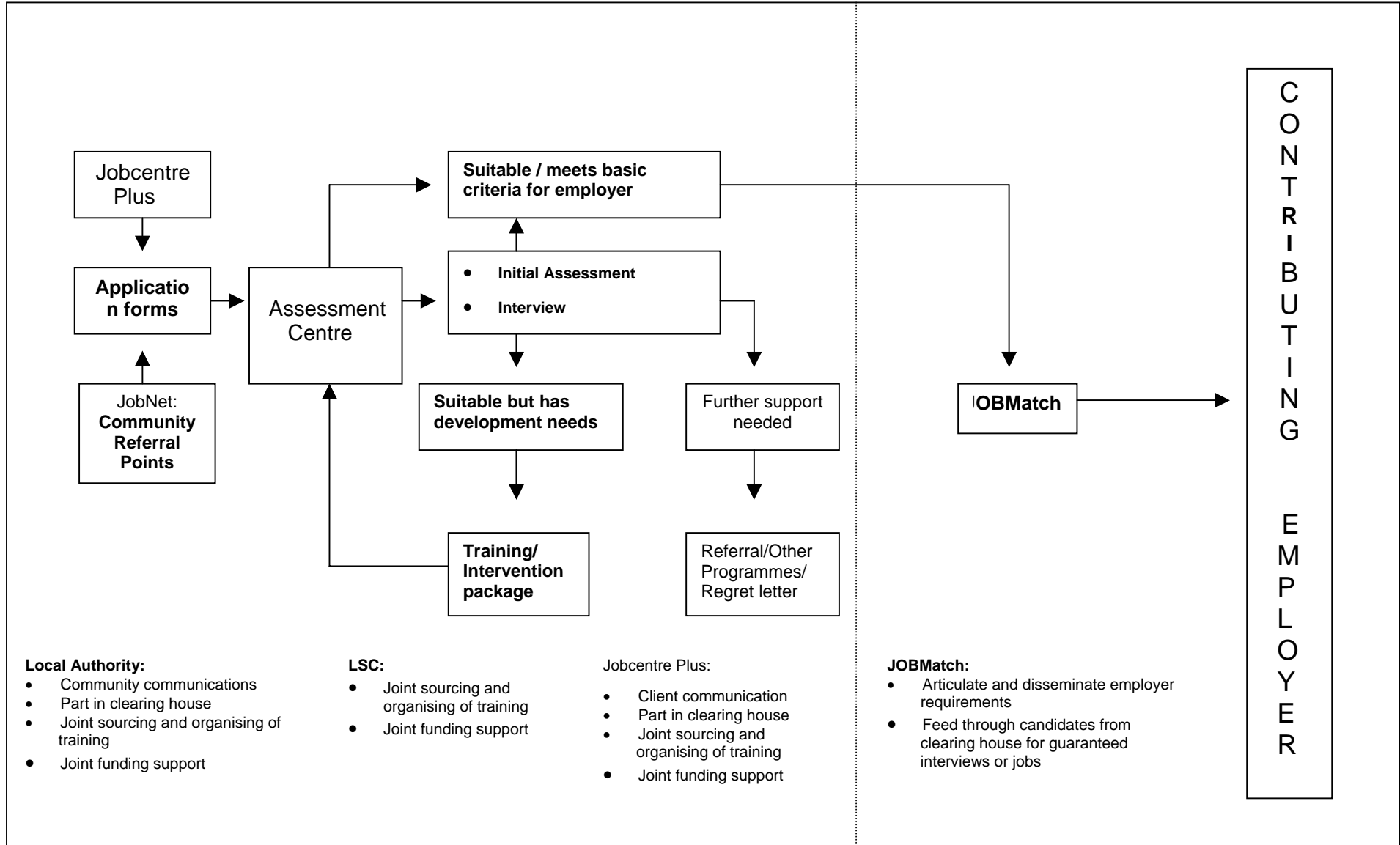
**South Yorkshire City Strategy Pathfinder
Business Plan**

<p>DMBC Education City Learning gateways NRF</p>	<p>Learner-focused model to attract and retain learners using different methodologies in different places</p>	<p>Network of 100 LGs being established between April 2006 and March 2008</p>	
<p>DMBC ACL super output areas project NRF</p>	<p>Targets learning provision to identified communities offering bespoke learning packages. Development of Family Learning programme promoting healthy lifestyles. Development of modular learning programmes linked to local employment opportunities</p>		
<p>Doncaster Build <i>SRB5/6 Coalfield Wide Scheme</i></p>	<p>Local jobs for local people and the upskilling of the current workforce in the construction industry</p>		
<p>Doncaster Skills Passport <i>SRB5/6 Coalfield Wide Scheme</i></p>	<p>Will assist in identifying skills needs and planning how training needs will be addressed through the use of mainstream and community based provision. Local people will be equipped with the skills to help them find employment in job creation zones around the M18 corridor, Finningley and</p>		

**South Yorkshire City Strategy Pathfinder
Business Plan**

	high demand sectors		
Doncaster Logistics <i>SRB5/6 Coalfield Wide Scheme</i>	An enhancement to the apprenticeship programme to focus on the logistics industry		
Barriers to employment <i>SRB5/6 Coalfield Wide Scheme</i>	Focusing on the needs of incapacity benefit clients to develop personalised action plans		
Directions Doncaster Aviation Academy	Directions is a commercial organisation known as a Community of Interest Company (CIC) and delivers 150 training courses at Robin Hood airport		
Doncaster Creative Exchange	Creative Exchange will develop and resource a network of creative and digital businesses based in disadvantaged neighbourhoods and the wider industry. This will create jobs, support economic development and build pathways		

Jobs Brokerage Model



Appendix 4a

Jobnet Helps Hillsborough Resident Find Employment

Thirty six year old Julie Usherwood from Sheffield has become one of the first clients to take advantage of the new Jobnet facilities at Bridge Employment and secured permanent employment with Tesco, Uppertorpe as a result.

Julie visited Jobnet at Bridge Employment where they helped boost her confidence, enabling her to overcome some of her fears and learning disabilities that had previously been barriers to the employment market. During her visit to Jobnet, the advisors provided her with support, advice and help with filling in application forms, interview techniques and CV writing.

“Jobnet at Bridge Employment were a great help,” said Julie. “I’m really enjoying working at Tesco but I would have never been here without their support.”

Jobnet at Bridge Employment helped Julie adjust to a new working environment. With the help of Tesco, they provided her with on the job training and supported her during the interview process.

Amanda Copeland, Checkout Team Leader for Tesco, said: “Julie has been with us for the past five months and she is getting on really well. She is very customer orientated and really enjoys her job.

“Working with Jobnet at Bridge Employment is really beneficial and we’ve found some great employees through their service. We will definitely work with them again in the future. I would also recommend other employers look at this as a serious alternative when looking for employees.”

Jobnet Advisor, Jayne Dore, said: “Julie is a great example of how our work at Jobnet at Bridge Employment, with the support of local businesses, can help people overcome learning difficulties and any barriers into employment giving them the confidence to find work.

“I still go in and visit her to see how she is getting along and I also talk to her employers to monitor her progress. Julie is always smiling and has grown in confidence showing that she is really enjoying her new job”

Jobnet at Bridge Employment support people with disabilities and specialise in supporting people with learning disabilities, autism, aspergers and mental health problems.

Appendix 4b

Case Study

INTERIOR SURFACES LTD

Interior Surfaces Ltd is a Private Sector Manufacturing and Retail company. Established over 14 years ago, it employs over 20 people from its location in Sheffield. Being a locally based company, they are keen to recruit clients from within the Sheffield area.

Due to their central location in Hillsborough, Interior Surfaces are aware of the identified pockets of deprivation in surrounding locations. With this in mind they welcome the opportunity to employ clients who may have been economically inactive and have encountered barriers to work.

Jobnet was approached by Interior Surfaces due to its presence in the area. Notably at Burton Street and NUCA. They recognized that a relationship with Jobnet would enable them to attract and help local people within their community. They understand that through Jobnet they are able to tap into a pool of clients who normally would be unreachable through the Jobcentre and mainstream recruitment.

Not all employable clients will have the formal qualifications some employers ask for in their standard recruitment processes, but that many of the skills possessed are transferable giving them the same ability to do the job advertised. This is a fact that Interior Surfaces have taken on board and considers when recruiting for a vacancy.

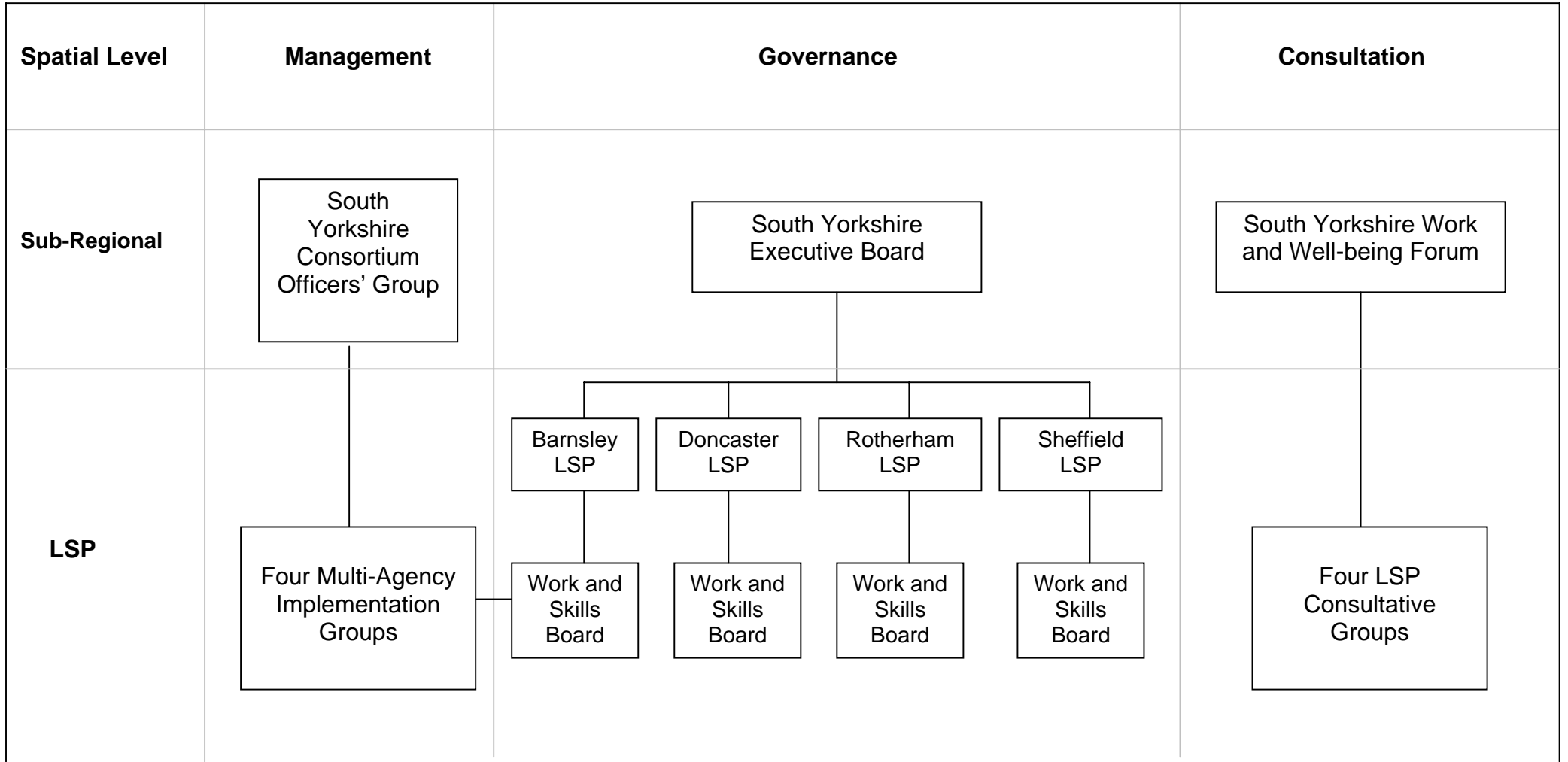
Very quickly after placing a vacancy with Jobnet, Interior Surfaces started to receive suitable referrals and as a result, Jobnet now receives vacancies from Interior Surfaces as one of their first points of contact.

Jobnet have been able to establish a long lasting relationship through the Employer Liaison Team to ensure that Interior Surfaces receive a high standard of service from the moment a vacancy is received through to the delivery of a client.

**South Yorkshire City Strategy Pathfinder
Business Plan**

Appendix 5

South Yorkshire Employment Consortium: Governance, Management and Accountability



Appendix 6

EMPLOYMENT CONSORTIUM BOARD – TERMS OF REFERENCE

- **To ensure the aggregate of borough plans is consistent with sub-regional investment planning (or whatever succeeds it), city region plans and the delivery plan for the 2007-13 European Structural Funds programme**
- Facilitate planning with sub-regional and regional funding agencies
- Ensure consistency of targets and performance management at sub-regional level
- Sort out funding distribution with the sub-region and any other cross boundary issues
- Champion the initiative with Government departments
- Ensure reasonable consistency of approach and spread of good practice.

DESIGN PRINCIPLES

The Consortium Executive Board:

- **Should be concerned with sub-regional strategy and issues**
- **Should not seek to manage or direct the local activities of Work and Skills Boards**
- **Should meet at least quarterly**

COMPOSITION

The Consortium Executive Board should comprise:

- **The Chairs and Deputy Chairs of the Work and Skills Boards for Barnsley, Doncaster, Rotherham and Sheffield**
- **The chief executives of the four metropolitan councils**
- **The Regional Directors of Jobcentre Plus and the Learning And Skills Council**
- **An Executive Director of Yorkshire Forward**
- **An observer nominated by the Regional Director, GOYH**

GOVERNANCE

The Board should:

- **Appoint a chair and deputy chair from amongst its employer members**
- **Make arrangements for its agendas and feedback from its meetings to be provided to the four LSPs in South Yorkshire**
- **Provide an account of progress on the Cities Strategy in South Yorkshire to the DWP**
- **Account for the work of the Cities Strategy in terms of its contribution to the Regional Economic Strategy and the Regional Skills Strategy to the Regional Skills Partnership.**

1. OUR VISION

A prosperous Barnsley where all citizens play an active part in the creation and enjoyment of that prosperity.

2. OUR MISSION

- To raise and shape skills development in Barnsley so that its citizens can acquire the skills that Barnsley employers need and value greatly
- To value all our citizens, and ensure they are equipped with the skills needed to take advantage of employment benefits occurring as a result of economic restructuring
- To identify best practice and aim to achieve standards of excellence in all we do
- To get government agencies, funders, training providers, employers and citizens working to this shared purpose

3. OUR VALUES

- We take equality and decency issues as read; we value everyone
- We are open minded, welcoming innovative ideas and accepting a greater degree of pioneering risk to achieve the goals
- We recognise that people play a critical role in the success of any business and that work plays an equally critical role in the full enjoyment of a person's life

4. PURPOSE

- To bring together the demand and supply sides of the local labour market in efforts to raise employability and skill levels
- To put employer needs, current and in the future, at the heart of employability and skills programmes
- To ensure funding agencies align resources in support of employability and skills objectives

5. INITIAL STRATEGY

The Board will:

- Approve and own a (3 year) delivery plan to include agreed priorities and performance targets
- Ensure local programmes contribute to closing the employment rate gap between South Yorkshire and the national average by 1.5 percentage points by 2010
- Identify resources and ensure agencies align relevant funding
- Ensure consistency with partners' plans, including work from the Regional Skills Partnership.
- Oversee performance against the delivery plan
- Hold delivery partners to account

South Yorkshire City Strategy Pathfinder Business Plan

- Mobilise employers to commit opportunities/vacancies and to undertake workforce development
- Identify good practice and champion employability and skills initiatives within the local authority and the region.

6. DESIGN PRINCIPLES

The Board should:

- Command confidence in private, public and voluntary/community/faith sectors
- Be reasonably representative of the demand side and include public and VCF sector agencies
- Be manageable in size
- Be employer led, with a majority of employer members
- Comprise top-level executives
- Be supported by a multi-agency delivery team

7. COMPOSITION

Ideally the Board should have around 12/15 members as follows:

- 8 private sectors, representing key sectors for Barnsley. Private sector chair,
- 1 VCF member
- 1 from each of Barnsley Council, Barnsley College, PCT, NHS.
- Learning and Skills Council
- Jobcentre Plus.

8. GOVERNANCE AND ACCOUNTABILITY

- The Board will be an unincorporated association
- Members will declare at the start of an agenda item any interest likely to be relevant to that item, and take no part in any discussion or decision on that item
- Funding partners will be accountable to their own boards or equivalent for proper use of funds, but will agree in advance to support the objectives of the Board to commit resources to ensure achievement of the delivery plan
- The Board will hold funding partners and delivery agencies receiving funds to account for delivery of agreed targets and objectives
- The Board will account quarterly to One Barnsley and the Barnsley Development Agency/Economic Forum for progress against plan, and six monthly to the South Yorkshire Employment Consortium Partnership Board
- The Board will publish an annual report within two months of the end of each financial year detailing use of resources and achievement of plan targets
- There will be a chair nominated by Barnsley MBC/BDA and a vice chair appointed by the Board from amongst its members
- Membership term will be for up to three years, renewable for a further two years

South Yorkshire City Strategy Pathfinder Business Plan

Appendix 8 - Doncaster Work Skills and Enterprise Board - Terms of Reference

1. PURPOSE

- To bring together the demand and supply sides of the local labour market in efforts to raise employability, skill levels and promote enterprise
- To put employer needs at the heart of employability, skills and enterprise programmes improve employment rates, skill levels and promote enterprise
- To influence and challenge funding agencies to ensure resources are effectively aligned to support employability, skills and enterprise objectives
- To oversee the effective implementation of Doncaster's LEGI programme

2. DESIGN PRINCIPLES

The Board should:

- Command confidence in private, public and voluntary/community/faith sectors
- Be reasonably representative of the demand side and include public and VCF sector agencies
- Be manageable in size
- Lead by example
- Be employer led, with a majority of employer members
- Comprise top-level executives
- Be supported by a multi-agency delivery team

3. COMPOSITION

Ideally the Board should have no more than 15-20 members as follows

- A mixture of employers from both the supply and demand side of Doncaster's economy drawn principally from the private sector but also including public sector employers
- 2 VCF members, one as employer and one as sector representative
- 1 Trade Union member
- 1 from each of Jobcentre Plus, Borough Council, the Learning and Skills Council, Business Link South Yorkshire
- 1 Yorkshire Forward representative
- The board will be quorate only when a majority of employers are present

4. PRINCIPAL TASKS

The Board will:

- Be responsible for designing and commissioning the delivery of new solutions to the Work, Skills and Enterprise agenda, including developing new services, pooling resources and joint commissioning through the Local Area Agreement
- Approve and own a (3 year) delivery plan to include agreed priorities and performance targets
- Oversee and strategically direct Doncaster's LEGI programme

South Yorkshire City Strategy Pathfinder Business Plan

- Identify resources and ensure agencies align relevant funding where appropriate
- Ensure consistency with partners' plans and the LAA objectives
- Oversee performance against the delivery plan
- Hold delivery partners to account and challenge constructively
- Mobilise employers to commit opportunities/vacancies and to undertake workforce development
- Identify good practice and champion employability, skills and enterprise initiatives within Doncaster and the region
- Ensure that consultation with stakeholders occurs to ensure a link between the strategy and those delivering the work
- Establish task and finish groups for specific workstreams where appropriate

5. GOVERNANCE AND ACCOUNTABILITY

- The Board will be an unincorporated association
- Funding partners will be accountable to their own boards or equivalent for the proper use of funds, but will agree in advance to support the objectives of the Board to commit resources to ensure achievement of the delivery plan
- The Board will hold funding partners and delivery agencies receiving funds to account for delivery of agreed targets and objectives
- The Board will account quarterly to the Discover the Spirit (DtS) Board for progress against the plan, and six monthly to the South Yorkshire Employment Consortium Partnership Board
- The Board will publish an annual report within two months of the end of each financial year detailing use of resources and achievement of plan targets
- There will be a chair appointed by the Discover the Spirit Board and a vice chair appointed by the Work, Skills and Enterprise Board from amongst its members
- Membership term will be for up to three years, renewable for a further two years

Members will not be paid, but may claim reasonable expenses.

1. PURPOSE

To work towards the achievement of an 80% Employment Rate by:

- bringing together the demand and supply sides of the local labour market in efforts to raise employability and skill levels
- putting employer needs at the heart of employability and skills programmes
- ensuring funding agencies align resources in support of employability and skills objectives
- building the capacity of the Board to better influence providers, ensuring provision is fit for purpose

2. DESIGN PRINCIPLES

The Board should:

- Be employer led, with a majority of employer members
- Comprise senior-level executives
- Command confidence in private, public and voluntary/community/faith sectors
- Be reasonably representative of the demand side and include public and VCF sector agencies
- Be manageable in size
- Lead by example
- Be supported by a multi-agency delivery team, the Rotherham Employability Group and Rotherham Adult Learning Partnership (RALP).

An 'e' exchange will be developed to support communications with the Board.

3. COMPOSITION

Ideally the Board should have no more than 15 members as follows:

- 8 private sector employer members and a private sector chair
- 1 VCF members, as an employer and sector representative
- 1 Trade Union member
- 1 from each of the Council, Jobcentre Plus, the Learning and Skills Council and Primary Care Trust

4. PRINCIPAL TASKS

The Board will:

- Approve and own a (3 year) delivery plan to include agreed priorities and performance targets
- Identify resources and ensure agencies align relevant funding
- Ensure consistency with the objectives and performance indicators identified within the Community Strategy, Neighbourhood Renewal Strategy, partners' plans and the Local Area Agreement
- Performance manage against the implementation of the delivery plan
- Hold delivery partners to account

South Yorkshire City Strategy Pathfinder Business Plan

- Mobilise employers to commit opportunities/vacancies and to undertake workforce development
- Identify good practice and champion employability and skills initiatives within the borough and the region
- Represent other organisations in their sector where possible.

5. GOVERNANCE AND ACCOUNTABILITY

- The Board will be an unincorporated association
- Funding partners will be accountable to their own boards or equivalent for proper use of funds, but will agree in advance to support the objectives of the Board to commit resources to ensure achievement of the delivery plan
- The Board will hold funding partners and delivery agencies receiving funds to account for delivery of agreed targets and objectives
- The Board will account six monthly to the Achieving Board for progress against plan, and to the Rotherham Chief Executives Group and South Yorkshire Employment Consortium Partnership Board
- The Board will publish an annual report within two months of the end of each financial year detailing use of resources and achievement of plan targets
- There will be a chair appointed by the Rotherham Partnership and a vice chair appointed by the Board from amongst its members
- Membership term will be for up to three years, renewable for a further two years
- Members will not be paid, but may claim reasonable expenses
- RMBC will undertake the role of accountable body for the Board.

6. FUNDING

- The Board will be initially funded by 'seed-corn' funding provided by the Department of Work and Pensions. Further funding will be sought from ESF. Deprived Area Fund for Rotherham will be commissioned through the Board.

7. FREQUENCY OF MEETINGS

- Meetings of the Rotherham Board will be by-monthly
- Meetings of the South Yorkshire Consortium will be held every six months

All meetings are to be attended by the named individual or a nominated representative.

Appendix 10



SHEFFIELD WORK AND SKILLS BOARD

TERMS OF REFERENCE

1. PURPOSE

- To bring together the demand and supply sides of the local labour market in efforts to raise employability and skill levels
- To put employer needs at the heart of employability and skills programmes
- To ensure funding agencies align resources in support of employability and skills objectives.

2. DESIGN PRINCIPLES

The Board should:

- Command confidence in private, public and voluntary/community/faith (VCF) sectors
- Be reasonably representative of the demand side and include public and VCF sector agencies
- Be manageable in size
- Lead by example
- Be employer led, with a majority of employer members
- Comprise top-level executives
- Be supported by a multi-agency delivery team.

3. COMPOSITION

Ideally the Board should have 15 to 20 members as follows:

- A majority of employer members (9 to 12), to include private sector chair and drawn principally from the private sector, but to include City Council and NHS
- 3 VCF members, reflecting the sector's city-wide strategic role, the sector as employer and the sector's community engagement role
- 1 Trade Union member
- 1 from each of Jobcentre Plus, the Learning and Skills Council and Objective One.

4. PRINCIPAL TASKS

The Board will:

- Approve and own a (3 year) delivery plan to include agreed priorities and performance targets
- Identify resources and ensure agencies align relevant funding

South Yorkshire City Strategy Pathfinder Business Plan

- Ensure consistency with partners' plans and the LAA
- Oversee performance against the delivery plan
- Hold delivery partners to account
- Mobilise employers to commit opportunities/vacancies and to undertake workforce development
- Identify good practice and champion employability and skills initiatives within the City and the region.

5. GOVERNANCE AND ACCOUNTABILITY

- The Board will be an unincorporated association
- Funding partners will be accountable to their own boards or equivalent for proper use of funds, but will agree in advance to support the objectives of the Board to commit resources to ensure achievement of the delivery plan
- The Board will hold funding partners and delivery agencies receiving funds to account for delivery of agreed targets and objectives
- The Board will account quarterly to Sheffield First for progress against plan, and six monthly to the South Yorkshire Employment Consortium Partnership Board
- The Board will publish an annual report within two months of the end of each financial year detailing use of resources and achievement of plan targets
- There will be a chair appointed by Sheffield First and a vice chair appointed by the Board from amongst its members
- Membership term will be for up to three years, renewable for a further two years
- Members will record interests in a register to be held by Sheffield First
- Members will declare at the start of an agenda item any interests likely to be relevant to that item and take no part in any discussion or decision on that item.

South Yorkshire City Strategy Pathfinder Business Plan

Appendix 11

Sheffield Work and Skills Board Membership

Name	Job Title	Organisation	Address 1	Address 2	Address 3	Postcode	Gender	Ethnicity
Bill Adams	Regional Secretary	TUC Yorkshire and Humber Region	Friends Provident House	13/14 South Parade	Leeds	LS1 5QS	M	W
John Bergin	Vice President Legal and Regulatory Affairs	Firth Rixson Ltd	Firth House	Meadowhall Road	Sheffield	S9 1JD	M	W
John Bradley (Chair)	Kier Support Services	Kier	Tempsford Hall	Sandy	Bedfordshire	SG19 2BD	M	W
Andrew Coulthard	Executive Director	VC Train	The Ladder	Malkin Street	Rotherham	S60 2HY	M	W
Mohammed Dajani	Centre Director	Meadowhall Centre	Management Suite	1 The Oasis	Sheffield	S9 1EP	M	B
John Farmer	Training Manager	VAS	The Circle	33 Rockingham Lane	Sheffield	S1 4FW	M	W
Bob Hamilton	Managing Director	First Group	Midland Road	Rotherham	S61 1TF		M	W
Cllr Harry Harpham	Cabinet member for Children's Services	Sheffield City Council	Town Hall	Pinstone Street	Sheffield	S1 2HH	M	W
Denise Horsfall	District Manager	Jobcentre Plus	Cavendish Court	PO Box 3406	Sheffield	S1 2FD	F	W
Mark Lewis	Managing Director	John Lewis Partnership	Barkers Pool	Sheffield	S1 1EP		M	W
Doug Low	Chief Executive	Centre for Full Employment	Hazelwood Business Park, Hazelwood Mill,	Nursery Street	Sheffield	S3 8GB	M	W
Cllr Mick Rooney	Cabinet member for Adult Services	Sheffield City Council	Town Hall	Pinstone Street	Sheffield	S1 2HH	M	W
Nigel Tomlinson	Chief Executive	Sheffield Chamber of Commerce	Albion House	Saville Street	Sheffield	S4 7UD	M	W
Chris Welsh	Acting Chief Executive	Sheffield Teaching Hospitals NHS Foundation Trust	8 Beech Hill Road	Sheffield	S10 2SB		M	W
Jenny Cavalot	Executive Director for Human Resources	Sheffield Care Trust	Fulwood House	Old Fulwood Rd	Sheffield	S10 3TH	F	W
Terry Steel	UK HR Manager	Firthrixson Ltd	Firth House	Meadowhall Road	Sheffield	S9 1JD	M	W
Colin Beresford	Customer Director	Taylor Woodrow	Head Office	41-43 Clarendon Road,	Watford Herts,	WD17 1TR	M	W
Officers in attendance								
Dee Desgranges	Strategic Support Manager, Lifelong Learning and Skills	Sheffield City Council	145 Crookesmoor Road	Sheffield	S6 3FP		F	W
Tony Tweedy	Senior Manager, Lifelong Learning and Skills	Sheffield City Council	145 Crookesmoor Road	Sheffield	S6 3FP		M	W
Mike Hodson	Learning & Skills Network Development Officer	OFFER	4th Floor The Circle	33 Rockingham Lane	Sheffield	S1 4FW	M	W

Employment Coordinator Job Description

Key Tasks

As Employment Coordinator to the Work and Skills Board, you will be responsible for making a key difference to the lives of people living and working in the area. You will lead on the development of the Employment and Skills Plan.

Specific tasks

Establish effective working relationships with external partners and agencies, which includes but not exclusively, DWP, Jobcentre Plus, LSC, Yorkshire Forward, Government Office, National Employer Panel and Objective 1.

Responsible for the development of the Employment and Skills Plan. This will include working with all the different agencies that compose and deliver the plan.

Develop a complete picture and understanding of all labour market developments, employment and learning initiatives in South Yorkshire to ensure these are integrated and will improve the economic and labour market in South Yorkshire.

Effectively manage financial planning and budgets efficiently ensuring VfM.

Person Requirement

You will be expected to have skills and knowledge across the full DWP competencies. However, particular prominence will be given to:

Leading Through Change – You will demonstrate the ability to stand back to consider the bigger picture and longer-term scenarios and build this into your planning. You will understand and communicate the amount of risk that is feasible and evaluate opportunities to assess the extent of their potential impact, both positive and negative. You will lead from the front maintaining the momentum and energy and role modelling actions and behaviours that support progress through a change programme.

Engaging Effectively with Customers – Monitoring all services against targets/standards, identify key trends and encourage sharing of good practices. You will be able to influence through your expertise and anticipate changes demonstrating strong communication skills.

Building Constructive Working Relationships – You will build relationships with all key stakeholders, devising plans which capitalise on these opportunities and embed a plan which keeps all stakeholders informed. You will achieve business outcomes by developing your personal credibility and using different influencing styles.

Making Best Use of Resources – You will develop plans and budgets which outline the key steps for ensuring the successful delivery of a range of objectives and

**South Yorkshire City Strategy Pathfinder
Business Plan**

targets which uses individuals and funds effectively. Monitor regularly that their business area is on target and take immediate action if any activity falls short of the desired target.

South Yorkshire City Strategy Pathfinder Business Plan

Appendix 13

The Consortium Implementation Timeline 2007

	Jan-Mar 2007	Apr-Jun 2007	Jul-Sep 2007	Oct-Dec 2007
Governance	<ul style="list-style-type: none"> All 4 Work & Skills boards to form & meet Annual calendar of board meetings published ToR agreed & published by all 4 boards 	<ul style="list-style-type: none"> Annual Implementation Plans approved by boards S Yorks Executive to form & agree Consortium's Memo of Understanding Trial LSC Strategic Commissioning through Sheffield board Each board to agree proposed Enabling Measures as party of LAA refresh preparations Agree performance management frameworks for South Yorkshire Consortium Executive and local Work and Skills Boards 	<ul style="list-style-type: none"> Local boards review progress & report to LSP Boards consider Train2Gain role 	<ul style="list-style-type: none"> S Yorks Executive to review progress of 4 boards 3-year Implementation Plans agreed by boards Commissioning mechanisms trialled by all boards
Management	<ul style="list-style-type: none"> All 4 multi-agency Implementation teams form & meet according to agreed calendar Appointment of employment coordinator for each board Consortium target setting seminar with CESI Multi-agency Data group formed & produces protocols, reporting spec. & schedule SCC to set in place financial monitoring & claiming arrangements Compose 	<ul style="list-style-type: none"> 3-year Implementation Planning begins in each LSP area Audit existing provision and services in each LSP area Resource plan drafted by each Implementation Team (pooled & aligned funding) Secure Objective 1 support for pilot pathways Integrate Pathways to Work within Implementation Plan Align Skills for Life Plan with Implementation Plan in each LSP area Data group publishes targeting proposals for each LSP area 	<ul style="list-style-type: none"> Review area-based progress in Implementation Groups & report to local board Review Consortium progress in S Yorks Officers' Group and report to S Yorks Exec. Proposals to align planning cycles drafted by S Yorks Officers' Group 	

South Yorkshire City Strategy Pathfinder Business Plan

	Implementation Plan in each LSP area			
Programme	<ul style="list-style-type: none"> • Delivery model seminar for Consortium partners • Delivery model mapping in each LSP area • Design pilot pathways for 3 sectors • Use same for Business Commission initiative (Sheffield) • Review community engagement structures & processes • Review Jobmatching arrangements 	<ul style="list-style-type: none"> • Agree Initial Diagnostic Assessment model & delivery agents in each LSP area • Identify bridge workers and key workers from participating agencies • Review community engagement • Explore public sector procurement processes • Commission sector specific gateway skills packages in five sectors 	<ul style="list-style-type: none"> • Roll out Pathways in another two sectors 	
Communications	<ul style="list-style-type: none"> • Employers' launch organised by each board • VCF sector launch organised by each board • Connectivity & best practice with partner consortia 	<ul style="list-style-type: none"> • Marcom strategy commissioned & agreed by S Yorks Officer's Group • Targeted Social Marketing Strategy developed • Annual Implementation Plans consultation, then launch 	<ul style="list-style-type: none"> • Review progress with wider stakeholder groups 	<ul style="list-style-type: none"> • Launch 3-year Implementation Plans in each LSP area

South Yorkshire City Strategy Pathfinder Business Plan

Appendix 14

South Yorkshire City Strategy Pathfinder Targets and Indicators of Success

Target	Impacts	Base Line	Monitoring Tool
<p>Standard Target 1 To Reduce the numbers on Key Workless Benefits by 11,010 to 106,120 by May 2009</p>	<p>Employment Rate BME Employment rate Inactivity Rate Working Benefit Caseloads Disadvantaged Areas Child Poverty Skills (inc Pledge) Local Employer Partnerships LAA/LPSA/PSA Adult Learning</p>	<p>Base Line: 117,130 Base Line Date: August 2006 Source: South Yorkshire Actual/Forecast/Target Data DWP WWEG ELMD Hugh Stickland 16/5/07</p>	<p>ONS Labour Market Profile DWP Jobcentre Plus GIS</p>
<p>Standard Target 2 To Maintain the employment rate of 69.7% to May 2009</p>	<p>Employment Rate BME Employment rate Inactivity Rate Working Benefit Caseloads Disadvantaged Areas Child Poverty Skills (inc Pledge) Local Employer Partnerships LAA/LPSA/PSA Adult Learning</p>	<p>Base Line: 69.7% Base Line Date: September 2006 Source: South Yorkshire Actual/Forecast/Target Data DWP WWEG ELMD Hugh Stickland 28/9/07</p>	<p>ONS Labour Market Profile DWP Jobcentre Plus GIS</p>
Indicators	Impacts	Base Line	Monitoring Tool
<p>Child Poverty Reduce the percentage of children in families in receipt of out of work benefits by 2,961 per year to May 2009 (07/08 & 08/09)</p>	<p>Working Families Tax Credit Child Care places Free School meals Truancy Key Stage Results Adult Learning</p>	<p>Base Line: 57,210 Base Line Date: 2006 Source: Children Dependant on Workless Benefits (IS,JSA, IB/SDA, PC) by LA DWP Information & Analysis Directorate Jayne Middlemas Area Initiatives & Communities Division 5/12/07</p> <p>Base Line: National achievement over 5 years 98/99 to 04/05 (5 year period) 23.8% = 4.6% per year Base Line Date: 1 November 2006 Source: <i>Delivering on Child Poverty: What would it take</i> (Lisa Harker)</p>	<p>DWP IAD - Children Dependant on Workless Benefits (IS, JSA, IB/SDA, PC) by Local Authorities</p> <p>Local Child Well-being index (captures in work poverty as well)</p> <p>Every Child Matters National Service Outcomes Framework</p>

South Yorkshire City Strategy Pathfinder Business Plan

Indicator	Impacts	Base Line	Monitoring Tool
<p>Skills</p> <p>Headline 1 Skills for Life (Basic Skills) 16,512 per year to achieve a Skills for Life Qualification</p> <p>Headline 2 Level 2 14,501 per year to achieve a full Level 2 qualification e.g. NVQ</p> <p>Headline 3 Level 3 10,733 per year to achieve Level 3 qualification e.g. A Levels/NVQ3</p> <p>Headline 4 Level 4 10,333 per year to achieve Level 4 qualification Degree</p>	<p>LSC Annual Plan/Performance Skills Pledge SY T2Gain action Plan National Employer Service Apprenticeships Skills for Life Progression/Sustainability Adult Learning</p>	<p>Base Line: Working Age without Level 2 Qualification 295,000 38% Working Age Qualified to at Least Level 2 480,000 61.9% Working age Qualified to at least a Level 3 307,000 39.6% Working Age Qualified to at least level 4 154,000 19.8%</p> <p>Base Line Date: 2004/05 Source: English Labour Force Survey</p> <p>Base Line: 22% improvement Base Line Date: September 2006 Source; Working Futures 2004-2014 Qualifications report September 2006</p> <p>Base Line: 95% of Working age to achieve functional literacy/numeracy More than 90% of Workforce Adults to be qualified to at least level 2 Shift the balance of intermediate skills from Level 2 to Level 3 Base Line Date: December 2005 Source: Leitch - Review of Skills Prosperity for all in the global economy – world class skills</p>	<p>ONS Labour Market Profile</p> <p>English Local Labour Force Survey</p> <p>SY Strategic Economic Assessment</p>
<p>BME To achieve a 60% employment rate by 2010 by narrowing the ethnic employment gap by 7.2%.</p>	<p>Employment Rate BME Employment rate Inactivity Rate Working Benefit Caseloads Disadvantaged Areas Child Poverty Skills Pledge Local Employer Partnerships LAA/LPSA/PSA Adult Learning</p>	<p>Base Line: 52.8% Base Line Date: Jan to Dec 2006 Source: Annual Population Survey DWP Area Initiatives & Communities Division Heather Martin Ethnic Minority Employment Team</p> <p>Base Line: 60% Base Line Date: October 2007 Source: 60/76 The Business Commission on Race Equality in the Workplace</p>	<p>Annual Population Survey</p> <p>Census 2011</p>