

REPORT TO: POLICY AND RESOURCES COMMITTEE - 22 AUGUST 2011

REPORT ON: EMPLOYABILITY PROGRAMME EVALUATION AND ACTION PLAN

REPORT BY: DIRECTOR OF CITY DEVELOPMENT

REPORT NO: 379-2011

1 PURPOSE OF REPORT

- 1.1 The purpose of the report is to provide information to Committee members on the outcome of the independent evaluation of "Discover Opportunities", the Dundee Partnership's Employability Programme, and to highlight the main points of the Employability Action Plan for the period up to March 2013.

2 RECOMMENDATION

- 2.1 It is recommended that the Committee note the content of evaluation which states that:
- The Employability Programme achieved 3,425 job entries between April 2008 and June 2010.
 - The impact of the Employability Programme has been greatest in Dundee's most deprived communities.
 - The quality of the Partnership is deemed to be high, and to have improved over time.
 - A number of significant good practice developments are due to the Partnership.
- 2.2 It is also recommended that the Policy and Resources Committee note the points identified for improving the effectiveness of the Employability Partnership, this will be delivered through the Employability Action Plan.

3 FINANCIAL IMPLICATIONS

- 3.1 There are no financial implications from any matter covered in the report.

4 BACKGROUND

- 4.1 In July 2010 the Dundee Partnership's Employability Group commissioned the Training and Employment Research Unit at the University of Glasgow to evaluate the Dundee Partnership's employability programme in order to:
- Analyse the impact of the programme in quantitative and qualitative terms.
 - Assess programme's progress against its objectives.
 - Assess what impact the first 2 years experience have had on the programme.
 - Assess how effectively the Partnership has used labour market and other information.
 - Assess how well partnership structures support the Programme.
 - Provide options and recommendations on how to manage decreased resources.
 - Assess the impact of the employability pipeline approach.
 - Provide recommendations on how to improve the pipeline and on general principles/approaches that should be used.

- 4.2 The report helpfully points to areas where attention could be focused in order to best meet the already established goal of reducing worklessness in the city
- Accelerating the pace of development and change.
 - Improving the implementation of performance measurement and management systems.
 - Improving the operation of the pipeline and making more use of the Dundee Employability Management Information System (DEMIS) in doing this.
 - Being prepared to make more strategic decisions, based on intelligence from labour market and statistical analysis from DEMIS.
- 4.3 As a result of the evaluation and subsequent discussions within the Partnership an Action Plan has been developed and agreed by the Partnership's Employability Group. The Action Plan reconfirms the Partnership's objectives to:
- Achieve a sustainable reduction in adult worklessness and the number of young people in the MCMC group.
 - Increase the employment rate for Dundee's working age population.
 - Increase the number of Dundee school leavers with positive destinations on leaving school.
 - Contribute towards a reduction in poverty and child poverty in Dundee.

The Action Plan also sets out a series of actions for the Partnership to deliver on:

- Maximise Dundee's places from the community Jobs Fund.
- Plan how to deliver services in a context of declining resources.
- Continue to improve the employability Management Information System (DEMIS).
- Stimulate a more coherent approach to early intervention.
- Pilot employability services for people with more challenging disabilities.
- Develop a "Total Place" approach to the MCMC group.
- Develop the volunteering "offer" as a route into work.
- Decide on the most effective contracting arrangements for the future.
- Review employability Workgroups.
- Set out where the Partnerships activity adds most value.

A copy of the Action Plan Summary is attached as Appendix I.

5 POLICY IMPLICATIONS

- 5.1 This Report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management.
- 5.2 The Employability Programme supports the priorities of the Council Plan of "A Working City" and "Quality of Life and Social Inclusion" by supporting people with the skills and resources they need to gain and sustain work, The Employability Programme also contributes directly to the first outcome of the SOA of "Better job opportunities and increased employability for our people", the Employability Programme also supports Anti Poverty as finding jobs is the best way to tackle poverty.

6 CONSULTATIONS

- 6.1 The Chief Executive, Depute Chief Executive (Support Services) and Director of Finance have been consulted and are in agreement with the contents of this report.

7 BACKGROUND PAPERS

- 7.1 None

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Director of City Development

Stan Ure
Head of Economic Development

SNU/AM/PF

1 August 2011

Dundee City Council
Dundee House
Dundee

DUNDEE EMPLOYABILITY ACTION PLAN

APRIL 2011 – MARCH 2013

Summary

Actions

Our actions fall into 2 broad groups:

- During 2011/12 we need to give serious consideration to developing our options around a number of key issues, and then selecting the most appropriate option.
- Starting in 2011/12, but running principally through 2012/13, our principal actions are to implement the preferred options and review their effectiveness.

| Action | Fit to Priorities | Outputs | Outcomes/Process | Lead + Support | Timescale | Comments |
|--|--|--|--|---|----------------------|---|
| 1. Propose plan to maximise Dundee's places on job creation programme emerging from new Parliament | <ul style="list-style-type: none"> • 16-24s MCMC • 18-24s (less than 39 weeks unemployed) • 25+ (less than 50 weeks unemployed) • Non Work Programme (multiple) | maximise number of places coming to Dundee | <ul style="list-style-type: none"> • Increase % of clients going into work | Lead - Allan Millar Support - Karen Gunn, Michelle Gautier, Jane McEwen | June 2011 March 2012 | Initial meeting held, Provisional allocation to Dundee 73 out of 2000 places nation wide. Concerns about the proportion of places allocated to Dundee raised with the Scottish Government |
| 2. Develop and implement planned approach to delivering employability services with declining resources including options for delivery of a job brokerage function and integration with mainstream employability services (Task and Finish Group) | <ul style="list-style-type: none"> • 16-24s MCMC • 18-24s (less than 39 weeks unemployed) • 25+ (less than 50 weeks unemployed) • Non Work Programme (multiple barriers) | <ul style="list-style-type: none"> • Higher progression rates across pipeline services • Higher job entry rates • Higher job sustainability rates | <ul style="list-style-type: none"> • Higher employment rates and lower worklessness rates | Allan Millar Michelle Gautier Lucy Rennie Bert Sandeman Anne Marie Wallace Jill Hunter | June - December 2011 | Employability Group Workshop to scheduled for late September |

| Action | Fit to Priorities | Outputs | Outcomes/Process | Lead + Support | Timescale | Comments |
|---|--|--|---|---|----------------------------|---|
| 3. Review and implement changes to DEMIS in response to evaluation recommendations and consultation with delivery partners | All | Improved accuracy of data input into DEMIS Better self management of DEMIS within delivery partners Improved housekeeping and data cleansing Reports that support decision making | | Rory Young Michelle Gautier | June 2011- March 2012 | Actions are underway and have addressed or will address the issues identified in the evaluation |
| 4. Introduce process changes to stimulate more coherent approach to early intervention (Task and Finish Group) | <ul style="list-style-type: none"> • Young people at risk of poor employment outcomes • Equalities (poverty) groups | <ul style="list-style-type: none"> • Reduction in % of young cohort entering MCMC group | <ul style="list-style-type: none"> • Reduction in %of young people in MCMC group • Reduction in youth unemployment rates | Bert Sandeman Karen Gunn | Sep – Dec 2011 | |
| 5. Pilot employability services for individuals with more challenging physical and learning disabilities (Task and Finish Group) | <ul style="list-style-type: none"> • Equalities (poverty) groups • Clients with mental health issues | <ul style="list-style-type: none"> • More disadvantaged clients receiving pipeline services | <ul style="list-style-type: none"> • Higher employment rates for most disadvantaged groups | Lucy Rennie Alison Fannin (NHS) Dorothea Leslie (DC) Allan Millar Mike Galloway (CD), David Brown (PMS) Arlene Mitchell, Pam Brown (SWD) Gary Smith (EU) | June – Dec 2011 | <p>Potential NHS DC collaboration</p> <p>Employability Services Review within DCC</p> |
| 6. Develop a 'Total Place' type approach to MCMC group (Task and Finish Group) | <ul style="list-style-type: none"> • At risk of MCMC • 16-24s already MCMC | <ul style="list-style-type: none"> • Fewer young people enter MCMC • Higher outflow rate from MCMC group | <ul style="list-style-type: none"> • Lower % of young people in MCMC group | Bert Sandeman, Karen Gunn, Peter Allan? | Begin Process October 2011 | Total Place approach agreed by MCMC Operational Management Group on 29 June 2011 |
| 7. Create a much more engaging and effective volunteering 'offer' including young people (Task and Finish Group) | <ul style="list-style-type: none"> • At risk of MCMC • 16-24s already MCMC • Non Work Programme (multiple barriers) | <ul style="list-style-type: none"> • Fewer young people enter MCMC • Higher outflow rate from MCMC group • Better engagement with employability services | <ul style="list-style-type: none"> • Lower % of young people in MCMC group • Higher employment rates and lower worklessness rates | Karen Gunn, Allan Millar, Pam Buchan, Volunteer Centre | September - November 2011 | Initial meeting scheduled for 18 September |

| Action | Fit to Priorities | Outputs | Outcomes/Process | Lead + Support | Timescale | Comments |
|--|---|---|---|--|------------------------|---|
| 8. Decide on the most effective and performance management arrangements for any future contracting | <ul style="list-style-type: none"> • All | <ul style="list-style-type: none"> • More direct control over performance • Greater level of flexibility to adjust or terminate contracts | <ul style="list-style-type: none"> • Improved performance and better value for Money | Allan Millar, Michelle Gautier, Pam Buchan, Peter Allan | August - October 2012 | |
| 9. Review Work Groups | <ul style="list-style-type: none"> • | <ul style="list-style-type: none"> • fewer meetings with limited or no product | <ul style="list-style-type: none"> • More effective partnership working | Allan Millar, Workgroup Chairs | July - August 2011 | Health and Employability and Communications and Programme Delivery Workgroups have been stood down. Actions that would have fallen to these groups will be picked up by Task and Finish Groups or the Employability Group |
| 10. Articulate a clear perspective on where our investment adds the most value | <ul style="list-style-type: none"> • | <ul style="list-style-type: none"> • | <ul style="list-style-type: none"> • Paper setting out where value added is achieved by the Partnership to be done | Allan Millar | August 2011 | |
| 11. Develop detailed implementation plans on the back of strategic decisions on preferred options as outlined above | | | | Detailed plans will come from the Task and Finish Groups established to take actions forward | July 2011 – March 2012 | It is essential to build up these detailed plans during 2011/12. Implementation will need to begin during 2011 but will continue through 2012/13 |

Milestones

We have set out key milestones for the planning period, but providing more detail for the first financial year 2011/12.

1. **By end July 2011:**

- We have concluded discussions about how we maximising Dundee's share of Community Jobs Fund and related job generation incentives.
- We have identified how the employability pipeline will operate to take account of the changing policy framework and in particular Work Programme and Get Britain Working.

2. **By October 2011:**

- We have set out our strategic approach to delivering effective employability services with declining resource levels, including a plan for how we intend to implement this and over what timescale.
- We have agreed our approach to the job brokerage function and put in place the mechanisms required to implement this.

3. **By December 2011:**

- We have discussed and agreed a process for stimulating a more coherent approach to early intervention.
- We have scoped out a pilot on delivering employability services to individuals with more challenging physical and learning disabilities.
- We have developed a plan to introduce a 'total place' approach to tackling the issues encountered by young people in the MCMC group.

4. **By March 2012:**

- We have brought forward a more attractive and effective volunteering offer for workless people, including particularly young people in the MCMC group or at risk of joining that group.
- We have detailed plans for the implementation during 2012/13 of the more effective approaches to the strategic issues identified at the start of the planning process.

5. **By October 2013:**

- We have agreed the contracting arrangements we want to use for the next phase of the Dundee Partnership Regeneration Fund