

**CAPITAL CITY PARTNERSHIP****MINUTE OF MEETING**

**Meeting of:** **JOBS STRATEGY GROUP**

**Held at:** Henry Duncan House, George Street, Edinburgh

**Date:** **Wednesday 6 August 2008**

**Present:**

David Metcalfe	Chair
Jim Rafferty	Capital City Partnership
Bill Wilson	Jobcentre Plus
Julie Skelton	Jobcentre Plus
Matthew Crighton	Capital City Partnership
Patricia Thomson	Careers Scotland
Ken Shaw	City of Edinburgh Council
Brian Martin	City of Edinburgh Council
Marion Nicholson	Skills Development Scotland

**In Attendance**

Andy Hirst	Cambridge Policy Consultants
Viv Close	Capital City Partnership
Rhona Ellis	Capital City Partnership

**Apologies:**

Paul Gierthy	Careers Scotland
Roger Horam	Edinburgh Chamber of Commerce
David White	NHS Lothian
Ray Harris	Lothian Association of College Principals

- Action
- 1 **Declarations of Interest**
- There were no Declarations of Interest
- 2 **Minutes of the meeting on 4 June 2008; and matters arising**
- These minutes were agreed as a correct record and the following matters arising were discussed:
- 2.2 **Modern Apprenticeships**
- Ken Shaw is still seeking information from Glasgow on this. KS
- 2.3 **Joined Up For Success event, 28 May 2008**
- David Metcalfe had written to Stephen Timms MP thanking him for his attendance and had received a supportive reply expressing interest in the Pathfinder.
- 2.4 **Information on Local Employment Partnerships (LEPs)**
- Bill Wilson confirmed that information about LEP contacts with the financial services sector had been sent to the Council and in response to a request from Ken Shaw agreed to see if further detail was available. BW
- 3 **Progress and Action Plans – Programme Elements**
- Lead partners gave a summary of issues relating to progress and steps being taken to address these, for each action plan.

### 3.1 Targets and Evaluation

Pat Thomson highlighted issues about access to data and resources for analysis of data. She said that it would be necessary to agree mechanisms and timelines with JCP and DWP about both statistical data and programme performance. In addition baseline and reporting issues will have to be agreed with the colleges and the NHS.

Bill Wilson acknowledged that everyone was having difficulties with access to statistical data from DWP. He said that sometimes the data he received was not consistent with that made publicly available. Matthew Crighton asked about provider performance data and Job Outcomes Target (JOT) data. Bill said that he received monthly provider performance data from DWP which manages the contracts, some months in arrears. JOT information is at least 6 months in arrears and he did not think it would be useful to report this.

Release of data about provider performance to the JSG would have to come from DWP contract managers. Bill said he would approach them with a list of data he would like to release with a request that they confirm whether he should. In addition it was open to the providers to provide the data themselves. It was noted that the larger contracts cover a wider area than Edinburgh. BW

**The suggestion made by Pat Thomson that the TESG draft data access agreements with a range of organisations was endorsed.** Matthew Crighton said he was going to meet Ray Harris and would raise the question of data and reporting with him. **It was also agreed that all partner should consider what resources they have to help with analysis of data.** TESG ALL

### 3.2 Management Information

Matthew Crighton reported that CCP were managing a contract for Caselink, a beneficiary-based management information system, using its funded providers in the pilot phase. He identified the issue of delay in delivery on the contract; and looked forward to the points at which a) the system development's phase would be complete, b) when a second phase of users could come into the project and c) when the partners could receive a presentation with a view to planning its use to support the whole strategy. He confirmed that there would be no limit to the number of organisations which could use the final system, provided they pay the appropriate license fee. The need to keep the project linked to Scottish developments was noted.

### 3.3 Greater Customer Reach

Brian Martin's presentation drew attention to the need to review the structure of sub-groups etc and agree reporting processes. He drew attention to the importance of mainstreaming lessons from the Area Focus Pilot. David Metcalfe asked that the Action Plan for Linking Health and Employability be circulated. Marion Nicholson requested that any diagram used would reflect the scale and scope of the organisations represented – this would for example show the role of JCP will the relevant target groups and also identify for what proportion of NHS patients the question of employment was relevant. Andy Hirst commented that information on other areas showed strikingly different rates at which people on IB for more or less than six months move into work. **It was agreed that that analysis for Edinburgh would be useful.** MC TESG

### 3.4 Employer Offer

Julie Skelton identified issues around information gathering and the deliver of the implementation plan. She said that recent recruitment by Tesco and Asda had been used to test mechanisms for joined-up working. It was agreed it would be useful to hear what had arisen from this. She hoped that the plan would have progressed sufficiently to launch the Offer by the end of September. JS

### 3.5 Offer to Jobseekers

Julie acknowledged that there was some lack of understanding or confusion about the Offer to Jobseekers and noted that a workshop for the Lead Officers' Group had been arranged for 13 August; and that a draft specification for work on the Directory and Website had been produced by CCP. She also asked each partner to make nominations to the short Life Working Group which will consider the detail of terminology to be used in presenting the offer. She hoped that this would have concluded by 31 August. Marion Nicholson suggested that providers should be involved in testing scenarios as well as the LOG. ALL

Bill Wilson commented that a long time will have passed prior to implementation of this Offer. He also wondered whether there was sufficient drive for cultural change amongst partners and providers. He felt that the JSG has to give the big picture. Matthew Crighton said that the offers were tools for making those changes, not ends in themselves. Andy Hirst cautioned that providers' behaviour responded to what they are paid for and that often leads to them not sharing.

David Metcalfe commented that it was good to be self-critical and that lack of traction may have arisen from there being only a two-year timescale for the Pathfinder. Now this has been extended by two years there was more opportunity to embed cultural change.

### 3.6 Sustained Employment

Recognising that this had not received much attention, Marion Nicholson proposed convening a workshop to scope the challenge. It was hoped that in the future Caselink would be able to provide information to assist. CCP

### 3.7 Joined Up Infrastructure

Commitment of remaining Pathfinder Grant, review of spend of the Pathfinder Grant and planning of allocation of the grant in 2009-10 were all identified by Marion Nicholson as important tasks. In addition she said that the Finance and Resource Planning Subgroup would start to look at alignment of mainstream funding processes in October 2008.

### 3.8 Communications

In referring to the draft communications plan Ken Shaw said that this was dependent on the other Programme Elements. He asked them to identify their requirements in relation to Communications and to consider what success would look like.

3.9 In conclusion David Metcalfe asked how the momentum generated by this review could be maintained. Pat Thomson said there was a need to update the business plan, both in light of developments of the implementation plans and also because there was a need to re-visit the targets, to incorporate the additional two years; and because of DWP revising its projections. Jim Rafferty proposed to do this type of review annually; and that the Offers should be standing items on JSG agenda. **It was agreed that a half day session for the JSG would be convened in October 2008 to look again at the vision and the content of the business plan.** CCP

## 4 Process Evaluation of the Strategy

4.1 Andy Hirst of Cambridge Policy Consultants gave a presentation drawing on findings from the evaluation contract (the text of these slides is attached as an appendix).

4.2 He posed the main strategic issue as there being insufficient inactive clients coming forward for employability and skills; and linked this to the question of: What provision

makes a difference? He queried whether housing or health would be a better source of referrals of IB customers; and laid emphasis to the need for learning and mainstreaming from the Area Focus Pilot. Intelligence about the rate at which people leave the IB register is available in some areas and this could be used to guide local strategy.

- 4.3 He also identified, from interviews with partners, the benefits of the City Strategy process to date; and drew attention to scope for improvement, including:
- Need to drive momentum:
  - Shared understanding of service gaps and areas for improvement?
  - Ensure all elements are progressing – e.g. employer offer and aftercare
  - Seek to link up different aspects in delivery – e.g. Jobseeker offer and Customer reach

- 4.4 David Metcalfe thanked Andy for his contribution and asked about sharing and learning across all the Pathfinders. It was agreed to circulate the CPC interim report when it had been amended in light of partner comments. CCP

## 5 Minutes of sub groups and Partnership Forum

- 5.1 The minutes of the following meetings were noted:

- a) Lead Officer's Group (LOG)
- b) Finance and Resource Planning Group (FRP)
- c) Employer Engagement Subgroup
- d) Targets and Evaluation Subgroup
- e) Communications Subgroup
- f) Partnership Forum

## 6 Progress and Issues report

The following recommendations in this report were agreed:

### 6.1 Finance and Resource Planning

1. **That the JSG endorse the decisions of the Finance and Resource Planning Group**
2. **That the JSG congratulates all those concerned with the successful bid for the European Programme and endorses the request that its reporting requirements incorporate those of the Jobs Strategy Monitoring and Evaluation Framework**

### 6.2 DWP Policy

1. **That the Job Strategy Group welcomes the continuation of the Cities Strategy and the offer of additional seedcorn funding;**
2. **That it requests DWP to continue make seedcorn funding available in the current financial year;** CCP
3. **That response to the consultation on the Green Paper is drafted for the next JSG meeting.** CCP

### 6.3 Targets and Evaluation

1. **That partners are urged to ensure that programme outcome data is made available to the Job Strategy Group** ALL
2. **That a further report on trends in IB claims be brought to a later meeting** TESG
3. **That the JSG endorse the quarterly report to DWP entitled Edinburgh Pathfinder 1st Quarter 08/09 Report, April - June 08.**

### 6.4 Offer to Jobseekers, Employer Offer, Website and Directory

**That the JSG urge all partners to devote sufficient attention to the process of agreeing the presentation of the offers and amendments to the website and** ALL

**directory to allow rapid progress towards implementation.**

6.5 Enabling Measures

**JSG agree to receive a report about the implications of combining Skills and Employment Targets.** CCP

7 Monitoring and Evaluation Reports

7.1 The reports circulated were considered. Concern was expressed about slow progress reported by some projects and lack of data from others. **It was agreed that the next meeting would examine progress of programmes and projects against targets.** Bill Wilson agreed to look at what data from Job Outcomes Targets downloads would be useful for reporting on the Jobs Strategy. TESG

8 AOB

8.1 David Metcalfe said that the letter which he had from Stephen Timms MP referred to the next stages of devolution which would involve new opportunities for Cities Strategy Pathfinder. **It was agreed that the letter would be circulated.** CCP

8.2 Julie Skelton reported that there would be an event for bidders for the Flexible New Deal contract on 12 August in Glasgow. In reply to questions she said she would ascertain the role for the Pathfinder in this. JS

8.3 Bill Wilson reminded the meeting that the Employment and Support Allowance will be introduced in October; and that the impact of this for Lone Parents may result in a rise in the JSA count. **It was agreed to receive a presentation on this at the next meeting.** JCP

8.4 On a suggestion from David Metcalfe **it was agreed to invite DWP to attend a future meeting.** CCP

9 Next Meeting

**The next meeting will be on the Wednesday 1 October 2008 at 2pm. The venue will be Henry Duncan House, Lloyds TSB offices, 120 George Street, Edinburgh.**

**The following meeting will be on Wednesday 3 December**

## Appendix

Text from slides used by Andy Hirst of Cambridge Policy Consultants for his presentation to the Jobs Strategy Group on 6 August 2008

### City Strategy Logic Chain

Strategic Issue: Insufficient inactive clients coming forward for employability and skills

Tactical Issue: What provision makes a difference?

How well does it perform/ is it capacity constrained/ does it operate in the right places?

Who should best deliver this? Who else should be involved? How does it get funded?

Delivery Issue: Test and share lessons

Lobby for or wait for compulsion?

Tie tenancy agreements to employability actions?

Area-focused pilot

What are partners' roles here? - learning and mainstreaming lessons

What is the collective view on engagement processes?

How is this re-invested in provision?

### Benefits of the City Strategy Process

- built on Ju4J partnership structures
- broadened partnership to include health and colleges
- brought a new lease of life - shared response to worklessness necessary
- Succeeded in drawing in additional funding
- Stimulated thinking around key aspects of workless agenda

### Scope for Improvement

- Need to drive momentum:
- Shared understanding of service gaps and areas for improvement?
- Ensure all elements are progressing - employer offer and aftercare
- Seek to link up different aspects in delivery - Core and Jobseeker offer/  
Customer reach and Jobseeker offer
- How current working practices need to be adapted to do this
- What's the update process?
- Revised collective view on appropriate delivery
- Mechanisms to mainstream - local and national
- What else needs to be picked up by Scottish Govt and DWP?