

## **SECTION VI – APPENDICES**

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## Map of Partner's current provision

## Appendix 1

Partner	Contractor	Service Description	Target / Client Group	Target Output 05/06	Actual outputs (05/06)	Target outputs (06/07)	Budget 05/06	Budget 06/07	Budget ESF
CCP	Wise Move / sorted	EQUAL	Substance Misuse	101 Beneficiaries - 16 into work	126 Beneficiaries 19 into work	152 Beneficiaries 22 into work	96,632	96,632	
CCP	Stevenson College West Edinburgh Action	Money Advice	Jobseekers	125 referrals thorough employability programmes - 75 individual money advice counselling sessions	184 receiving money advice input to employability programmes 77 jobseekers given individual money advice	125 Referrals through employability programmes 75 Individual money advice counselling sessions	72,024	77,976	
CCP	Working Links: Leith and Restalrig	Employment Access Leith & Restalrig (Working Links)	Disadvantaged groups in the labour market	75 New referrals (Full year) 25 Job Outcomes (Full year) 13 sustained (Full year)	87 New referrals (½ year) 22 Job Outcomes (½ year) 2 sustained (½ year)	75 New referrals (Full year) 25 Job Outcomes (Full year) 13 sustained (Full year)	24,926.	75,000	
CCP	Stevenson College West Edinburgh Action	SCE - West Ed Action	Disadvantaged groups in the labour market	Job Outcomes 186 Sustained Outcomes 88 Referred to academies. 30 Training/Education 16 Other Outcomes 224	Job Outcomes 323 - Sustained Outcomes 144 - Referred to academies. n/a yet - Training/Education n/a yet - Other outcomes n/a yet	Job Outcomes 340 Sustained Outcomes 149 - Referred to academies. 30 - Training/Education 16	123,750	156,363	
CCP	Stevenson College West Edinburgh Action	SCE - West Ed Action Outreach	Disadvantaged groups in the labour market	Direct calls 50 households 50 Clients supported 30 clients Jobs/FE	(final data awaited) - 39 clients registered - 39 clients registered - 5 jobs, 1 volunteering, 12 other employment access programmes		21,000	7,561	
CCP	Access to Industry	AI - Transitions	Unemployed recovering and recovered drug users	Job Outcomes - 15 (10 f/t & 5 p/t) Gaining qualifications (Access 1-3) - 50 students - Progress to FE - 15 Work placement - 15 Vol. Work - 5	JO - 15 f/t & 4 p/t. ( 7 sustained) - 68, 16 Progressed to FE, 29 work placements, 6 vol work	Quals	45,000.00		
CCP	a) LTUCRC (to Sep)	a) LTUCRC (to Sep)		Co-ordinated TU input to JU4J strategy, Training and support in the area of employment rights and trade union awareness, Training for	8 training sessions delivered, 46 trainee beneficiaries, 9 staff trained in employment rights	Co-ordinated TU input to JU4J strategy, Training and support in the area of employment rights and trade union	12,500.00	12,500.00	

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				staff teams working with clients, Set up telephone help line	casework methods , 64 calls to telephone help line	awareness, Training for staff teams working with clients, Set up telephone help line			
CCP	b) Edinburgh TU Council (from 1st Oct)	Edinburgh TU Council (from 1st Oct)		Co-ordinated TU input to JU4J strategy, Training and support in the area of employment rights and trade union awareness, Training for staff teams working with clients, Set up telephone help line	as above	as above	12,500	12,500	
CCP	Forth Sector	Forth Sector - Job Club	People with mental health problems economically inactive 6-24 months	25 Job/Academy outcomes, 5-10 FE/Soc Firm	12 job outcomes (9 months), 2 Academies outcomes (9 months), 5 FE outcomes (9 months) Soc firm outcomes (9 months)	25 Job/Academy outcomes, 5-10 FE/Soc Firm	78,750	39,375	
CCP	EASE	EASE	Disadvantaged groups in the labour market	Job outcomes - 150, Pre-voc training into Acad. - 18, School student/NHS -250	Job outcomes - 75, Pre-voc training into FE/Academies. - 58, School student/NHS - not available yet	New clients 150 Job outcomes – 100 Sectoral/Academy training – 30 Pre-voc training into Acad. – 36 School NHS visits - 200 students Careers day - 400 students NHS work placements – 40 Jet – 20 Get Ready for Work - 2 x 20 students	135,000	160,000	
CCP	Work Track	Employment Access Craigmillar (Work Track)		Nov 2005 - Mar 2006 Job Outcomes 61	193 Job outcomes	Employment -225, Training/Education - 63 Referred to Academies -72	80,000	160,000	
CCP	Working Links	Working Links	Disadvantaged groups in the	Job Outcomes 102, Sustained outcomes 58	Job Outcomes 166, Sustained	Job Outcomes 180, Sustained jobs 98,	186,000	201,500	

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			labour market		Outcomes 77	Training/Education 36, Referred to Academies 48			
CCP	Enterprise Guides	Training opportunities for enterprise development (JU4E)	Working age population 80% unemployed/ 20% employed in North Edinburgh South Edinburgh, West Edinburgh former SURA Areas	Contacts – 200 people Guidance - 165 people Support - 135 people New businesses - 65 Employment - 95 New business aftercare (up to 18 months)	Contacts - 358 Guidance - 337 Support - 203 New Businesses - 60 Employment - 41 New business aftercare - N/A	Contacts – 200 people Guidance - 165 people Support - 135 people New businesses - 65 Employment - 95 New business aftercare (up to 18 months)	50,000.00	50,000	99865
CCP	Four Square Spectrum					Spectrum employability training 50 p/t basic/core skills training 15 Voluntary work 5 p/t further education 10 f/t further education 10 p/t employment intermediary training 13 f/t work training 2 Employment 15		56,947	
CCP	Trust Housing	Trust Housing (+ Hanover/Bield) BME Job Opportunities Support	BME job seekers	Recruit development worker Develop operational plan	Jobs Opportunities Development Officer recruited Development Plan completed Network of 26 employers 35 clients supported, 3 jobs secured	Recruit development worker Develop operational plan 100 clients supported 20 jobs	18,057.00	18,057	
CCP	Women onto Work	Women onto Work Lone Parents Course (12 weeks)	Single parents unemployed for at least 1 year, have few or no qualifications	10-12 participants recruited 3 into employment 4 training , 3 education	10- recruited, 9 completed (p/t) into work looking for work 2 into training/education planning to enter education Sep 2006 1 relocating out of the city	2 1 3	16,185	16,185	

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CCP	Working Links	Working Links - Parent Potential (10 days)	Lone parents north Edinburgh & Restalrig	2 Lone Parent training programmes 30 participants 70% into jobs/training/FE/vol. work	24 participants ( 23 completed) 3 into jobs/4 academies/3 local training/3 vol. work		22,879	22,879	
CCP		Healthy Return	Relatively able-bodied IB clients	75 clients given health assessments, 50% classified 'ready to work' Additional 15% into employment/education	55 referrals (programme still to complete and be evaluated)		5,000	5,000	
CCP	Retail Academy	Academies Eligibility Gap Fund	People not meeting mainstream criteria	Model of support for academies to be developed			40,000	40,000	
CCP	Stevenson College West Edinburgh Action	Stevenson College - Smart Moves 2		1 pre-employment financial services training course (13 week), 12 participants, 10 into jobs	10 participants 7 into jobs 1 still being supported to find work 2 not available/ready for work		5,310	7,561	
CCP		Stevenson College - Smart Moves 3				1 pre-employment financial services training course (13 week), 12 participants, 10 into jobs			
CCP	Edinburgh Childcare Partnership (ECP)	Childcare Mentor Project -	.Parents in low income families with children, north Edinburgh, west Edinburgh, Craigmillar	To work with 100 families (provisional target) Enhanced take-up of Tax Credits Increased household income for families Additional revenue generated for local childcare services Increased usage of local childminding services Increased usage of local money advice services and credit unions Parents increased ability to take	· Reference group established , · Child Strategy resources committed, Childcare Mentors recruited	To engage with 1200 clients over the two year period (i.e. produce a WFF Action Plan) 300 clients into full or part-time employment 150 clients into training/education 90 clients sustaining or enhancing employment 165 clients completing personal development programmes		85,000	

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				advantage of training, employment and educational opportunities Increased access to childcare services for children aged 0-3 years.					
CCP	smilechildcare					£70,000 contribution to costs of new build children and family centre			
CCP	Deal Me In	Deal Me In	working age adults unemployed for more than 2 years	20 LTU clients recruited, 15 job outcomes, 9 sustained job outcomes	15 LTU clients recruited, 0 job outcomes (figs available late May), 0 sustained (figs. available late May 06)		17,832	17,832	
CCP	Health & Social Care Academy					Recruit manager, develop employer relationships, design training programmes, 1 8-week job training course , 15 people per course, 13 people into jobs		26,400	
SEEL	Access Partnership	Access Partnership specialises in assisting unemployed clients to find a new direction in seeking employment and business start up.			Starts 108. Jobs 86. Job Retentions: 84. Leavers to Achievers: 72%. Contract Value £153,908	Starts 92. Jobs 79. Job Retentions 64. Leavers to Achievers 75% Contract Value £153,912	153,912		
SEEL	Bestworks Training Ltd	Bestworks Training Ltd provide training for work courses in the care sector. Specifically; Care Homes, Residential Homes, Support Work and Home Care.		1 pre-employment financial services training course (13 weeks) 12 participants 10 into jobs	Starts 64. Jobs 36. Job Retentions 23. Leavers to Achievers 58% Contract Value £55,536	Starts 9 Jobs 12. Job Retentions 24. Leavers to Achievers 46% Contract Value £21,120	21,120		
SEEL	BLES	BLES Training are based in West Lothian and offer GRfW training in a variety of areas including Painting, Decorating, Carpentry Joinery and Administration			Starts 84. Jobs 30. Progressions 2. Leavers to Achievers 43%. Contract Value £398,208	Starts 99. Jobs 60. Progressions 1. Leavers to Achievers 57%. Contract Value £361,953	361,953		

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SEEL	Capability Scotland	Capability Scotland is Scotland's leading disability organisation. They provide a range of flexible services which support disabled people of all ages in their everyday lives. Capability also runs a Get Ready for Work programme which are designed to get individuals with support needs into jobs.			Starts 9. Jobs 4. Progressions 1. Leavers to Achievers 71% Contract Value £26,764	N/A	-		
SEEL	Capital Skills	The Capital Skills aims to promote the sector and its career opportunities, make it easier for people to access job opportunities within the sector and to work with employers to encourage the development of staff employed within the sector.			Starts 0. Jobs 5. Progressions 1. Leavers to Achievers 75%. Contract Value £10,106	Starts 11. Jobs 2. Progressions 0. Leavers to Achievers 216% Contract Value £7,408	7,408		
SEEL	Cannongate Youth Project (CYP)	GRfW training programme for ages 16-18 focussed on assisting individuals with special needs.			Starts 68. Jobs 17. Progressions 6. Leavers to Achievers 37% Contract Value £222,716	Starts 63. Jobs 14. Progressions 8. Leavers to Achievers £232,962	232,962		
SEEL	Childcare Academy	North Edinburgh Childcare Training Services offers a range of accredited and non accredited training city wide. This includes the successful running of the Childcare Academy.			Starts 15. Jobs 2 Job Retentions 1. Leavers to Achievers 33%. Contract Value £21,480	Starts 13. Jobs 9. Job Retentions 6. Leavers to Achievers 90%. Contract Value £28,605	28,605		

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SEEL	Construction Academy	The Construction Academy aims to promote the sector and its career opportunities, make it easier for people to access job opportunities within the sector and to work with employers to encourage the development of staff employed within the sector.	Parents in low income families with children. north Edinburgh, west Edinburgh, Craigmillar	To work with 100 families (provisional target) Enhanced take-up of Tax Credits Increased household income for families Additional revenue generated for local childcare services Increased usage of local childminding services Increased usage of local money advice services and credit unions Parents increased ability to take advantage of training, employment and educational opportunities Increased access to childcare services for children aged 0-3 years.	Starts 69. Jobs 14. Job Retentions 0. Leavers to Achievers 24%. Contract Value £18,500	Starts 0. Jobs 11. Job Retentions 10. Leavers to Achievers 137% Contract Value £32,912	32,912		
SEEL	DHP Scotland	DHP Scotland offer a wide portfolio of training courses ranging from basic skills to work courses in IT, Business Admin, business start up and health and social care.			Starts 101. Jobs 67. Job Retentions 64. Leavers to Achievers 74% Contract Value £134,061	Starts 94. Jobs 59. Job Retentions 40. Leavers to Achievers 67% Contract Value £101,195	101,195		
SEEL	Edinburgh Retail Academy	Promotion of the Retail Sector as a first choice career/Design and delivery of pre-recruitment training/Employee training and development aimed at Training for Work Candidates			Starts 40. Jobs 17. Job Retention 5. Leavers to Achievers 36% Contract Value £22,630	Starts 0. Jobs 1. Job Retentions 0. Leavers to Achievers 0%. Contract Value £500	500		

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SEEL	Edinburgh's Telford College	Provision of Training for Work in a number of different sectors			Starts 22. Jobs 3. Job Retentions 0. Leavers to Achievers 12%. Contract Value £19,373	Starts 0. Jobs 2. Job Retentions 2. Leavers to Achievers 25%. Contract Value £2,267	2,267		
SEEL	Edinburgh's Telford College	Provision of Get Ready for Work in a number of different sectors			Starts 44. Jobs 10. Progressions 7. Leavers to Achievers 38%. Contract Value £103,862	Starts 10. Jobs 14. Progressions 6. Leavers to Achievers 66%. Contract Value £58,324	58,324		
SEEL	Get On	Get On is a training programme directed at getting people from disadvantaged areas within Edinburgh back into work	Working age adults unemployed for more than 2 yrs	20 LTU clients recruited	Starts 43. Jobs 14. Job Retentions 0. Leavers to Achievers 34%. Contract Value £1,620	Starts 44. Jobs 40. Job Retentions 42. Leavers to Achievers 71%. Contract Value £30,720	30,720		
SEEL	GTG Training	Glasgow Training Group provide training in a wide range of sectors including the automotive, business admin and management sectors. They delivered a pilot training for work programme during 2005/6 in LGV/PCV licence training.		15 job outcomes	Starts 10. Jobs 3. Job Retentions 0. Leavers to Achievers 30%. Contract Value £10,047	Starts 0. Jobs 2. Job Retentions 4. Leavers to Achievers 200%. Contract Value £3500	1,230		
SEEL	LAGTA Training	LAGTA provide GRfW training in Motor Vehicle maintenance.			Starts 28. Jobs 11. Progressions 8. Leavers to Achievers 86%. Contract Value £61,642	Starts 45. Jobs 18. Progressions 17. Leavers to Achievers 134%. Contract Value £77,908	77,908		
SEEL	Lauder College	Lauder College deliver Gas Installation & Maintenance courses within the Edinburgh and Lothian region. These courses are delivered under Training for Work			Starts 11. Jobs 14. Job Retentions 3. Leavers to Achievers 74%. Contract Value £75,027	Starts 8. Job outcomes 8. Job Retentions 7. Leavers to Achievers 32%. Contract Value £32,305	169,146		

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SEEL	Livingston Training Centre	LTC provide GRfW training in various sectors including; Motor Vehicle, Engineering and Administration.			Starts 84. Jobs 42. Progressions 17. Leavers to Achievers 75% Contract Value £307,305	Starts 50. Jobs 28. Progressions 26. Leavers to Achievers 131% Contract Value £167,949	167,949		
SEEL	Microcom Training Ltd	Microcom Training deliver a range of training courses across a variety of different sectors. During 2005/6 they have been delivering a Telephone Banking course as a pilot programme in the Edinburgh and Lothian's. This course aims to equip Training for Work eligible candidates with the necessary skills to progress into employment within the Financial Services sector.			Starts 23. Jobs 9. Job Retentions 4. Leavers to Achievers 56%. Contract Value £25,935	Starts 0. Jobs 4. Job Retentions 7. Leavers to Achievers 57%. £8,580	8,580		
SEEL	Midlothian Council	Midlothian Council offer a wide variety of GRfW level courses including courses in Administration, Construction, Engineering, IT, Printing and Welding			Starts 133. Jobs 59. Progressions 11. Leavers to Achievers 51% Contract Value £396,031	Starts 135. Jobs 53. Progressions 15. Leavers to Achievers 64%. Contract Value £398,734	398,734		
SEEL	Net Resources Ltd	Net Resources offer a full range of professional web design training courses. They have been delivering the graduate web design course within the Edinburgh and Lothian's region under Training for Work since 1997.			Starts 69. Jobs 45. Job Retentions 36. Leavers to Achievers 63%. Contract Value £112,051	Starts 13. Jobs 17. Job Retentions 21. Leavers to Achievers 46% Contract Value £54,210	54,210		
SEEL	NHS Lothian	The NHS Lothian Training for Work programme focuses on providing trainees with the practical experience and underpinning clinical knowledge to be able to function in roles such as Trainee Clinical Support role within an NHS health care setting. In addition other non skills, for example communication, interpersonal skills and team working are incorporated into the programme.			Starts 57. Jobs 25. Job Retentions 12. Leavers to Achievers 44% Contract Value £48,135	Starts 43. Jobs 27. Job Retentions 26. Leavers to Achievers 63% Contract Value £53,100	53,100		
SEEL	North Edinburgh Childcare	The Childcare Academy involves the delivery of a vocational training programme enabling participants to gain experience, skills, knowledge and qualifications in working with children and young people.			Starts 15 Jobs 2. Job Retentions 0. Leavers to Achievers 33%. Contract Value £21,480	Starts 13 Jobs 9. Job Retentions 6. Leavers to Achievers 55%. Contract Value £28,605	28,605		
SEEL	Oatridge Agricultural College	During 2005 and 2006 Oatridge delivered a Get Ready for Racing pilot. The course focuses on equipping young people for careers in the Horse racing industry.			Starts 20. Jobs 6. Progressions 6. Leavers to Achievers 60%. Contract Value £100,266	Starts 0. Jobs 4. Progressions 0. Leavers to Achievers 67% Contract Values £17,509	17,509		

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SEEL	PCT Partnership	Training for Work for women returners. Adult Modern Apprenticeship for employed managers			Starts 54 Jobs 39. Job Retentions 37. Leavers to Achievers 75%. Contract Value £121,074	Starts 51. Jobs 38. Job Retentions 37 Leavers to Achievers 73%. Contract Value £117,624	117,624		
SEEL	Stevenson College	Get Ready for Work and Training for Work Programmes	Get Ready for Work / Training for Work		Starts 44. Jobs 6. Progressions 6. Leavers to Achievers 34%. Contract Value £143,402	Starts 37. Jobs 11. Progressions 8. Leavers to Achievers 37%. Contract Value £129,710	129,710		
SEEL	Training for Care	Provision of a range of vocational and short course training courses to the care and childcare sector employees as well as a GRFW course to 16-18 year olds	Get Ready for Work		Starts 29. Jobs 19. Progressions 19. Leavers to Achievers 190%. Contract Value £101,253	Starts 32. Jobs 16. Progressions 17 Leavers to Achievers 113%. Contract Value £98,748	98,748		
SEEL	West Lothian College	West Lothian College deliver a variety of different VQ strands through their GRfW programme which allows their trainees the opportunity to progress onto mainstream training in a number of different VQ areas.	Get Ready for Work		Starts 42. Jobs 16. Progressions 5. Leavers to Achievers 48% Contract Value £155,782	Starts 54. Jobs 10. Progressions 14. Leavers to Achievers 82%. Contract Value £154,692	154,692		

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SEEL – in partnership with city of Edinburgh Council and Jobcentre Plus	Waterfront Recruitment Centre	The Edinburgh Waterfront Recruitment Centre provides an on-site, one-stop-shop for recruiting developers and employers and those looking for an opportunity to help build and work on the waterfront. Employers are offered a place to notify & fill vacancies, interview facilities, pre-recruitment screening service, info on training & education for recruits & staff, bespoke training to help fill hard to fill vacancies. Customers have access to vacancies, guidance from staff, sector specific advice, info on training & education.	Employers and Jobseekers with a focus on North Edinburgh		Contract Value £22,856. Jobs 107. Job Retentions 35	Contract Value £54,647. Jobs 98. Job Retentions 52	(SEEL only) 22,856	(SEEL only) 54,647	

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JCP	Action for Employment	Action for Employment deliver a range of work focused placements and training opportunities for Jobcentre Plus customers who are participating in New Deal. Options available include: Environmental Task Force, Voluntary Sector, Full-Time Education and Training and Subsidised Employment for customers aged 18-24 and the Intensive Activity Period option for customers aged 25plus. They also offer jobsearch support to both mainstream and New Deal customers via their Programme Centre.	New Deal customers aged 18-24 and 25plus. Mainstream customers 6-months plus unemployed. Lone Parents and Incapacity benefit recipients.	During 05/06 Action for Employment did not deliver all elements of New Deal they only delivered Intensive Activity Period (IAP). Target output for IAP was 40%	Environment Task Force 39% - Voluntary Sector Option 43% - Full-time Education & Training 42% - Intensive Activity Period 29% - Programme Centre 34% NB The outcomes achieved during 05/06 were not all delivered by A4e. Only IAP and Programme Centre contracts were held by A4e during this time. Other options were delivered by a variety of providers.	Environment Task Force 45% - Voluntary Sector Option 45% - Full-time Education & Training 50% - Intensive Activity Period 45% - Programme Centre 45%	Commercial in Confidence		
JCP	Capital Skills	The Capital Skills aims to promote the sector and its career opportunities, make it easier for people to access job opportunities within the sector and to work with employers to encourage the development of staff employed within the sector.	New Deal	40%	0	not applicable	190,200		

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JCP	Childcare Academy	North Edinburgh Childcare Training Services offers a range of accredited and non accredited training city wide. This includes the successful running of the Childcare Academy.	Training for Work Provision	No targets allocated by JCP - SEEL Programme	not applicable	not applicable	17,480		
JCP	Construction Academy	The Construction Academy aims to promote the sector and its career opportunities, make it easier for people to access job opportunities within the sector and to work with employers to encourage the development of staff employed within the sector.	Training for Work Provision	No targets allocated by JCP - SEEL Programme	not applicable	not applicable	372,000		
JCP	Employment Access South Edinburgh	Through a person centred approach, EASE offers practical support, advice, assistance and training to individuals, to help them secure and sustain meaningful employment. This approach also ensures that both staff and financial resources are targeted at:- Tackling those hardest to reach and furthest removed from the labour market, supporting and encouraging local unemployed residents to access sustainable	Provide 2 members of staff in 2004/5			not applicable	-		

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		employment							
JCP	Into work	Into work exists to create and sustain employment opportunities for people with disabilities and, in certain geographical areas, other client groups who can be described as 'significantly distanced from labour market participation. It also works towards more effective service delivery through its development support for active operational partnership working between employment intermediary agencies.	New Deal for Disabled Person (job Broker Contract) outcome 2 monthly in arrears				76,300		

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JCP	Reed in Partnership plc	Reed in Partnership plc deliver a 2-week Gateway to Work employability course to Jobcentre Plus customers participating in New Deal for Young People.	New Deal for Young People - aged 18-24		33%	50%	Commercial in Confidence		
JCP	West Edinburgh Action	Generic area based intermediary - job search, vocational guidance, employability development, financial support, money advice.	Basic skills assessment yr 1 / New Deal yr 2				5,000		
JCP	Waterfront Recruitment Centre	The Edinburgh Waterfront Recruitment Centre provides an on-site, one-stop-shop for recruiting developers and employers and those looking for an opportunity to help build and work on the waterfront. Employers are offered a place to notify & fill vacancies, interview facilities, pre-recruitment screening service, info on training & education for recruits & staff, bespoke training to help fill hard to fill vacancies. Customers have access to vacancies, guidance from staff, sector specific advice, info on training & education.	2 Staff				-		

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CEC	Design Links	The Working Capital magazine is a jointly produced publication on behalf of the JUFJ partnership that aims to improve the dissemination of information to stakeholders and stimulate dialogue on the development of the Strategy.	JUFJ Stakeholders	4 editions p.a.	4 editions p.a.	4 editions	33000 (CEC), 9,000 (ESF)	33000 (no ESF funding)	0
CEC	Capital Skills/Construction Academy	Capital Skills and the Construction Academy aims; to promote the sector and its career opportunities, make it easier for people to access job opportunities within the sector and to work with employers to encourage the development of staff employed within the sector.	Working Age with focus on JUFJ priority groups	60% into employment	334 clients, 80% JSA, 62% into employment	60% into employment	419000 (CEC), 254000 (ESF), 355000 (Other)	419,000	355,000
CEC	Deal Me In	The Deal Me In programmes aim to help the long term unemployed adults residing in Edinburgh to access work with the Council and other employers.	Working Age with focus on JUFJ priority groups	60% into employment	15 clients, 66% non-JSA, 40% into employment	project ceased - no targets	50000 (CEC), 47000 (ESF), 20000(Other)	project ceased	20,000
CEC	Enterprise Campaign	Working with local communities offering information and advice on all aspects of starting a business.	Working Age with focus on JUFJ priority groups	As per CCP ESF application	163 clients, 34% non-JSA, 30 Businesses Started	As per CCP ESF application	52000 (CEC), 145000(ESF), 104000 (Other)	TBD	104,000

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Partner	Contractor	Service Description	Target / Client Group	Target Output 05/06	Actual outputs (05/06)	Target outputs (06/07)	Budget 05/06	Budget 06/07	Budget ESF
CEC	Get On	Get On is a training programme directed at getting people from disadvantaged areas within Edinburgh back into work	Working Age with focus on JUFJ priority groups	100 enrolled, 50% into employment	119 clients, 62% non-JSA, 41% into employment	40 enrolled, 50% into employment	68000 (CEC), 80000 (ESF), 9000 (Other)	40,000	9,000
CEC	Into work	Into work exists to create and sustain employment opportunities for people with disabilities and, in certain geographical areas, other client groups who can be described as 'significantly distanced from labour market participation. It also works towards more effective service delivery through its development support for active operational partnership working between employment intermediary agencies.	Support services for those with a disability	150 clients, 60% positive outcomes	358 client registered, 166 trained, 22% into employment, 57% other outcomes	As per 05/06	35000 (CEC), 310000 (ESF), 300000 (Other)	35,000	300,000

## Map of Partner's current provision

## Appendix 1

Partner	Contractor	Service Description	Target / Client Group	Target Output 05/06	Actual outputs (05/06)	Target outputs (06/07)	Budget 05/06	Budget 06/07	Budget ESF
CEC	Nisus (Combined)	Nisus Scotland provides free IT, communications and employability training to socially disadvantaged individuals including women with no, low or outdated qualifications; black & minority ethnic people, asylum seekers and refugees; people with a disability or health concern. Priority on all courses is given to those who are long term unemployed, have a disability, ex-offenders, single parents and those from ethnic minorities. Financial assistance is given to trainees to assist with childcare and travel expenses. Trainees study for recognised IT qualifications including Scottish Qualification Authority (SQA) units and European Computer Driving Licence (ECDL).	Women returning to the labour market	15 clients, 60% positive outcomes	17 clients, 41% into employment, 47% other outcomes	As per 05/06	75000 (CEC), 61000 (ESF)	75,000	0
CEC	West Edinburgh Action	Generic area based intermediary - job search, vocational guidance, employability development, financial support, money advice.	Working Age with focus on JUFJ priority groups	60% into employment	255 clients, 74% into employment	As per 05/06	42750 (CEC), 45000 (ESF), 269000 (Other)	42,750	269,000

## Map of Partner's current provision

## Appendix 1

Partner	Contractor	Service Description	Target / Client Group	Target Output 05/06	Actual outputs (05/06)	Target outputs (06/07)	Budget 05/06	Budget 06/07	Budget ESF
CEC	Women Onto Work	Women onto work offers courses to disadvantaged women in the SIP code areas and to Black/Minority ethnic women .These courses are aimed at encouraging women to look at work ,further training, further and higher education and volunteering as ways of moving forward. WOW provides wrap around child care to enable this to happen. Each woman undertakes a work placement as an integral part of her course.	Women returning to the labour market	60% into employment, 85% positive outcomes	11 client engaged, 64% into employment	As per 05/06	20000(CEC), 175000 (ESF), 126000 (Other)	20,000	126,000
CEC	Work Track	Established in June 1998 through the Craigmillar European Partnership, Work Track is one of a number of organisations in Craigmillar assisting the regeneration objectives for the area.	Working Age with focus on JUFJ priority groups	60% into employment	43% into employment	As per 05/06	7500 (CEC), 23000 (ESF), 15000 (Other)	7,500	15,000

## Map of Partner's current provision

## Appendix 1

Partner	Contractor	Service Description	Target / Client Group	Target Output 05/06	Actual outputs (05/06)	Target outputs (06/07)	Budget 05/06	Budget 06/07	Budget ESF
CEC	Waterfront Recruitment Centre	The Edinburgh Waterfront Recruitment Centre provides an on-site, one-stop-shop for recruiting developers and employers and those looking for an opportunity to help build and work on the waterfront. Employers are offered a place to notify & fill vacancies, interview facilities, pre-recruitment screening service, info on training & education for recruits & staff, bespoke training to help fill hard to fill vacancies. Customers have access to vacancies, guidance from staff, sector specific advice, info on training & education.	Working Age with focus on JUFJ priority groups	365 into jobs p.a. and 70% sustained beyond 13 weeks	629 clients enrolled, 153 into employment	365 into jobs p.a. and 70% sustained beyond 13 weeks	26000 (CEC), 39000 (Other)	0	39,000
CEC	Public Sector Academy	To promote employment/placement opportunities within the Council to priority client groups who are currently under-represented in our workforce profile.	Black and minority groups, disabled people, younger people, women and men seeking atypical employment and low income parents.			578 work experience opportunities in the first year and hold 164 outreach workshops		No budget, only staffing costs	

Programme Element & number	Enabling measure(s) requested
1. Clearer Offer to Jobseekers and; 2. Greater Customer Reach	1. Sharing of customer data: Informed consent; <b>boxed text</b> 2. Amending the design of the New Deal; <b>boxed text</b> 3. Benefit run-ons – eligibility; <b>boxed text</b> 4. Work trial weeks limit; <b>boxed text</b>
	<p><i>Additional enabling measures needed but, not explained for this header:-</i></p> <ul style="list-style-type: none"> <li>• <i><u>Childcare Assist</u>: to review the award of Childcare Assist in order to be able to pay the first 5 days of childcare for those parents entering employment of more than 8 hours. This would improve take up of provision, currently under-utilised and provide an incentive to ease transition from benefit into employment.</i></li> <li>• <i><u>Housing Benefit</u>: to review the operation of Housing Benefit reductions particularly as they impact upon the NEET group take-up of training places and employment.</i></li> <li>• <i><u>Return to work credits and incentives</u>: the intention is to simplify the eligibility for a series of incentives irrespective of whether the customer is claiming Job Seekers Allowance or Incapacity Benefit.</i></li> <li>• <i><u>Restart rules</u>: to refocus Restart customers' attention on finding work quickly. The existing mandatory process has been proven to be effective in moving customers in to work and this proposal is designed to provide the same level of support but, to move them quicker through process input additional flexibility.</i></li> </ul>
3. Clear Offer to Employers	5. Introduce Community Benefit Clauses in publicly-funded construction contracts. <b>boxed text</b>
	<p><i>Additional enabling measures needed but not explained for this header:-</i>                      - Employer incentives currently available within the New Deals to be extended to Incapacity Benefit and Income Support claimants.</p>
4. Joined Up Infrastructure	6. Consider amending JCP Tendering Processes to allow for consortium input to specification of JCP programmes. <b>boxed text</b>
	<p><i>Additional enabling measures needed but, not explained for this header:-</i></p> <p><i>The consortium is considering an enabling measure request regarding ESF administration: that in respect of the proposal to “commission elements of the new programmes more directly through a selection of existing domestic delivery organisations, or Intermediate Delivery Bodies”, where CSP consortia exist they should play this role within the Community Planning framework. It may be that the current consultation on the 2007-2013 offers sufficient opportunity to put forward this proposal.</i></p>
5. Improved Information Management	7. Improve individualised data coming from HMRC to support JOT. <b>boxed text</b>
6. Improving Sustained Employment	8. Amend JSA rules relating to undertaking training so, the 16 hour rule is amended to 20 hours and employment-related training is increased from 2 to 4 weeks allowable under regulations. <b>boxed text</b>
	<p><i>Additional enabling measures needed but, not explained for this header:-</i></p>

Programme Element & number	Enabling measure(s) requested
	<p><b>Changes to Scottish Funding Council terms of funding of FE Colleges.</b> Three potential enabling measures have been identified:</p> <ul style="list-style-type: none"> <li>• Increase the margin of error in meeting targets to reduce the risk to colleges of engaging in outreach and community work</li> <li>• Increase the loading for certain types of delivery e.g. outreach, teaching small groups</li> <li>• Allocation of a SUMs target for specific types of delivery</li> </ul> <p>More work on these issues is required before the consortium can formulate an appropriate enabling measure.</p>

### **Enabling Measure 1**

#### **Sharing of customer data: informed consent**

It is impossible for providers not contracted to JCP to have access to customers' personal data held by Jobcentre Plus, even when working together under a service level agreement and the customer is happy for his/her data to be accessed. If available for sharing, some of this information will help the client get a better service, at minimum through not having to repeat large parts of the dataset when referred from JCP to other providers.

Change requested - That JCP systems and rules should be amended to ensure that customers are entitled to exercise discretion about the use of their data stored by JCP, in particular that if they wish, it should be used by other organisations working to help them into work. To enable JCP staff to ask for this, a locally generated informed consent form should be included as an optionally-signed part of referral forms, so that the question is posed at the appropriate time and the burden on JCP is minimal. The form should also be made available to intermediaries with Jobcentre Plus service level agreements. Arrangements should be put in place under service level agreements for sharing data. This should be a pilot designed to draw conclusions about the best way to manage customer information for their benefit.

Impact on performance - These changes will help JCP and intermediaries assist customers by reducing duplication of effort (collecting the same data over and over again); enabling advice and support to be given on the basis of fuller and more accurate information; and locating errors or out-of-date data (where one partner can identify that data held by another contradicts theirs). They will also give concrete underpinning to the message that they are working together for customer benefit and will improve tracking. The overall impact will be an increase in job outcomes for the city and improved sustainable job entries by customers.

Risk assessment - The main risk here is high JCP administration time so the process must be designed to minimise burdens on staff. The contracts which JCP has for computer systems may mean that even simple changes have substantial costs and make take a long time to implement. There are potentially risks associated with release of data which the customer did not understand would be shared but experience shows that complaints like these are rare and the legal position can be safeguarded in the design of systems which only permit sharing of data when the appropriate consent has been recorded.

**Enabling Measure 2****Design of New Deal**

The national design of New Deal sets up some rigid programme delivery requirements and restricts the flexibility for JCP staff to offer customers the most effective combination of measures from the full menu of opportunities. Such restrictions make it harder to maximise outcomes within given budget limits.

Change requested - Initially under the City Strategy flexibilities, JCP Districts should be able to operate New Deals on a flexible basis within agreed customer target groups and funding constraints, enabling them to offer customers the full range of options identified in their Action Plan rather than being restricted unnecessarily by age or eligibility criteria. The core elements of New Deal design such as the Gateway period, an Action Plan and a set of options should all be retained. All that is needed is a loosening of constraints about what options and providers are available to the individual. In addition JCP District Office should be able to manage the overall funding available for customers without specific allocations of resources to each individual. An average cost per head could be used according to category allowing flexibility to meet targets.

For the City Strategy area, a proportion of JCP programme funds should be designated as a 'partner' or 'co-decision' fund which can only be applied through the local funders group or wider consortium, but operating towards JCP District targets. Local match funding could be sought to ensure genuine co-funding of joint priorities.

Impact on performance - These changes would improve the overall outcomes of the access-to-work infrastructure in the city, by allowing the configuration of JCP programmes some flexibility to better align with locally-funded services, strategy implementation vehicles and priorities. The spirit and practice of co-operation between funders will be enhanced when JCP can 'come to the table' with the ability to participate in the local methods of aligning funding and procurement. The impact will be to make it easier to achieve and/or exceed the JOT targets for the District/City as well as local area agreement targets.

Risk assessment - The risks are: that flexibilities may be seen to reduce entitlements although not a problem in Employment Zones; that performance may not improve; and that budgets may be exceeded or exhausted too far in advance of the year end.

**Enabling Measure 3****Eligibility for run-ons**

Time spent on Incapacity Benefit or Severe Disability Allowance does not count towards the qualifying period for Council Tax and Housing Benefit run-ons on entering employment. This means that individuals leaving IB for JSA to pursue work (since claiming is an eligibility requirement for some New Deals for example) have to claim JSA for 26 weeks before being eligible for these run-ons even though they would retain eligibility for run-ons if remaining on IB/SDA.

Change requested - Allow adjoining time period of claiming IB and SDA to contribute to the eligibility period for benefit run-ons when leaving JSA for work. The customer would be told that these run-ons are available to them and will not be affected by actions they take to seek work, like moving from IB to JSA.

Impact on performance - Removing this anomaly will make it more likely that IB claimants who are interested in returning to work will consider it a feasible option, since the financial challenges of managing the first month of work are substantial and can be a real discouragement. It will allow the passage from IB to JSA and then onto work to be easier.

Risk Assessment - There may be increased costs because a) the payments will be made to customers from whom eligibility has been removed on changing benefit; and/or b) of greater take up because the anomaly has been removed. However these costs will be more than offset by reduced benefit claims because of the customer moving into work.

**Enabling Measure 4****Benefit rules: work trials**

Currently claimants can participate in a work trial for a duration of 1 day to 15 days. There are certain eligibility criteria; this includes people with disabilities being eligible from day one. Other than exceptions, claimants should be unemployed for 6 months to be eligible. A proportion of claimants have been inactive in the labour market for a number of years. Confidence or lack of skills can be an issue, and it can take longer than 3 weeks to see if working is a viable option. This can include getting into the pattern of working, making arrangements at home etc

Change requested - The proposal is to allow benefit claimants the opportunity to attend a work trial for up to 6 weeks. This would allow claimants and employers an extended time on the work trial to see if this job is the right choice that suits both parties; and mean customers staying on benefit for up to 6 weeks whilst they do this.

Impact on Performance - The number of job entries by claimants would increase because those who need a longer work trial would get it; and those who do not would not be affected.

Risk assessment - There may be a risk of 6 week work trials becoming the norm. It should be stressed that this is flexibility and 6 weeks would be the exception rather than the rule; any small increase of the period of claim by a few would be off-set by the increased number of job entries. At present work trials can only be used on vacancies expected to last over 13 weeks. A 6 week work trial could take up half of the duration of a job. The claimants then could only be off benefits potentially for 7 weeks and then have to go through the claiming process again. Advisers would need to carefully consider the duration of the proposed employment and the suitability of an extended work trial period.

**Enabling Measure 5****Community benefit clauses in publicly funded construction contracts**

There will be substantial building development in Edinburgh for the foreseeable future. Public sector agencies have significant stakes in most of this. There is an aspiration, well-supported at local and city level, that they should provide opportunities for construction and end-user jobs for people who encounter barriers in their aspiration to do so – especially from disadvantaged communities adjacent to these physical developments. Achieving this needs firstly a clear statement from the public sector that there should be community benefits from major developments; carried through into a stated intention from developers and so onto contractors. (In addition there should be targets for apprenticeships and trainee opportunities; and a supply-side infrastructure which can deliver appropriately prepared recruits for these opportunities). This is not being led from the Scottish Executive.

Change requested - The Scottish Executive should make it clear that Best Value at city level requires that publicly-funded construction contracts play their appropriate part in training and recruiting the workforce; and that all contracts where there is a regeneration element should include appropriate recruitment and training outcomes in their project specifications. This should be a requirement established by the Scottish Executive and passed on to be implemented by all public sector agencies funded by the Scottish Executive, which should produce clear guidance to legal and development professionals about the way to do this within legislation.

Impact on performance - This measure will greatly assist opening up opportunities in construction and in the new workplaces being built. These will create the foundation for a concerted effort to drive down unemployment and inactivity rates in disadvantaged areas by a range of supply-side measures which will prepare and train people for the vacancies and training opportunities which will be identified through these processes. This can make a significant contribution to the objective of reducing the gaps between the disadvantaged areas and the city average.

Risk assessment - There is concern that this may add to the tasks of property professionals. However this is appropriate if the Executive is serious about the intention to ensure community benefits. The impact can anyway be reduced by the production of simple and effective guidelines. Such an approach will also deal with the anxiety about legal challenge to these processes.

**Enabling Measure 6****Jobcentre Plus tendering processes**

The tendering and contracting for major JCP delivery programmes, including New Deal, does not offer sufficient scope for responding to local strategies and involving local partners/consortia. The tendering process can be lengthy and this limits JCP capacity to respond to local events and requests from partners whereas low value or single tender processes can be more responsive.

Changes requested - There should be input from the local consortium to the specification of JCP programmes prior to tendering and the inclusion of any requirements or conditions which arise from the City Strategy. This input should also cover the criteria for awarding the contracts and the means of assessing these criteria, particularly where local knowledge is necessary for making this assessment. The other proposed change is to increase the current upper limit for Low Value procurement from its existing level of £50,000 per contract to a new higher upper limit of £80,000 per contract.

Impact on performance - These changes would improve the overall outcomes of the access-to-work infrastructure in the city, by allowing the configuration of JCP programmes flexibility to align with locally-funded services. They will enable JCP programmes to be seen to be part of the mix of opportunities available for matching to customer need. Together the impact will be to make it easier to achieve and/or exceed the JOT targets for the District/city and our own local area agreement targets. The changes will allow for prompter procurement of local services as low value procurement is by its very nature a shorter process than a full tendering exercise.

Risk assessment - Demand for low value procurement may rise as consortia members identify provision they wish to buy for their customers placing demands on budget. There may also be an increase in the number of contracts to be managed. This would need to be offset by clear set of guidelines and eligibility criteria for requesting and use of this particular procurement activity. Open competitive tendering would be the preferred option, although single-tender would be used where we have to meet demand for provision quickly.

**Enabling Measure 7****Individualised outcome data from HM Revenue and Customs**

At present HM Revenue and Customs will supply only aggregated data about job outcomes to JCP Districts, even though they hold it at individual level. Availability of this data to providers and other funders will assist greatly in verifying outcomes.

Change requested - Individualised data about job outcomes should be made available to JCP Districts and to providers under service level agreements, as a pilot in this area. The introduction of this arrangement for Job Outcomes Targets is clearly in its early stages so this proposal seeks to add benefit from it as a pilot, the implementation of which will depend on the form in which Inland Revenue can supply the data; and will need to avoid being demanding of any extensive effort of JCP staff. In the first place its use will be piloted for a) assisting JCP staff in their work with customers; b) assisting other funders in verifying outcomes of their contractors (using anonymised data or NI numbers); and c) assisting joint work between JCP and intermediaries where staff of both organisations are co-operating to support an individual (i.e. available on request under a service level agreement and when consent has been given). In the long run it may be desirable to set up electronic transfer of the data under service level agreements, provided the right safeguards are in place.

Impact on performance - These changes will be important contributors to the more effective management of contracts, and in particularly output-related funding, within the City Strategy. This in turn will improve value for money by creating a more reliable basis of measuring contract performance. (It will also help with efforts to incentivise and reward the contribution of providers further back from job-entry in the supply chain).

Risk assessment - Negotiation between government departments can be long and drawn out and the data needed for the above reasons may not be available when the City Strategy needs it. Costs to draw down this data in terms of HMRC and JCP staff time could be a deciding factor.

**Enabling Measure 8****JSA rules**

JSA rules can make it difficult for jobseekers on JSA to attend vocational skills training which could be part of their pathway to work: the 16 hour rule (Max period of part-time study while claiming JSA); and the two week rule (max period for attending a full-time employment-related course while still claiming JSA). A limited period of training and coursework, can be a vital part of the process of preparing the individual with multiple disadvantages for work (improved employability/habits of work; increased confidence), in particular for specific job opportunities/employers. It also links the employability and skills agendas. At present a variety of employment-related courses last for up to four weeks.

Changes requested - To increase the 16 hour rule to 20 hours for a period of up to 4 weeks; to increase the maximum period of employment-related training to 4 weeks; and to give discretion for JCP advisers/managers to relax these rules further in the small number of cases where there is clear evidence that the training proposed (over 16 hours per week and/or two weeks) is a crucial part of a managed pathway to work.

Impact on performance - These flexibilities will increase the capacity for customers to benefit from job preparation programmes designed to help them gain the employment specific skills needed to get and keep a job. The requirement to demonstrate job search remains; and as training is employment-related, involvement in the course itself is a springboard for interviews and work. This enabling measure will improve job entry rates; as well as the job quality and sustainability.

Risk assessment - Any concern that that JSA claimants would enrol on full-time college courses can be counteracted – Colleges courses tend to last well over four weeks and the requirement for the customer to demonstrate job search will remain in place as an added safeguard.

**Enabling Measure 9****Scottish Enterprise and Jobcentre Plus Contracting Arrangements**

Contracting processes and the contract terms and conditions for Jobcentre Plus and Scottish Enterprise are both governed by national rules. These rules do not always readily allow for the inclusion of changes to meet local requirements.

Changes requested - Changes are requested to enable all contractors to participate in a common monitoring and evaluation framework so that they can become part of the 'virtual infrastructure', which is being established. Change is needed for two main reasons. Firstly, to ensure that data generation can be tailored to show more clearly the contribution contract outputs are making to the overall City Strategy targets and, secondly, to clarify the contractors functional link in the chain to move people into work. The City Strategy partners would ask for the flexibility to set additional and, in some cases, different contract targets and that this flexibility is devolved to JCP District / Scottish Enterprise Edinburgh and Lothian level. These changes would enable a greater level of innovation on -for example - job sustainability monitoring and tracking and around options to offer programmes to a wider/different age group or client group.

Impact on performance - Overall, these changes will enhance information sharing, matching, brokerage and ultimately results. They will increase the alignment of contracts managed by different agencies and increase the type and level of information readily available to partners about the activities and roles of the city contractors. Better information, well presented, will enable customers and their advisers to more easily understand the opportunities that exist for them across the city and the sort of results that they could expect. This information will also help existing and potential providers see the opportunities for their businesses. It is also envisaged that more open and transparent provider participation in the City Strategy programme will counterbalance the fragmenting tendencies some suppliers are experiencing as a result of competitive contracting / procurement processes which may be restricting provider to provider co-operation and the transfer or sharing of customers.

Procurement at national level should involve assessment of impacts for the operation of the City Strategy Pathfinder. Where practicable, the partners should have the opportunity to input to design and assessment criteria for contracts which will impact directly on the overall City Strategy targets, while remaining within open and competitive guidelines

Risk assessment - Any new contracting arrangements would have to fit with the consortium's governance arrangements, and care taken not to displace existing provision.

Target Group	Number in Edinburgh	Not Working	Sources
Physical Disabilities	Approx 31,800 of working age	11,550 on IB/SDA	Annual Population Survey 06, DWP
Learning Disabilities	Potentially between 900 and 6,500 (between 3 and 20 people per 1,000 have a profound to mild disability) Approx 1,700 of working age likely to be classified as disabled (5.5 per 1,000)	910 on IB/SDA though only 63 working	Annual Population Survey 06, DWP Scottish Executive, 2003
Mental Health Problems	Potentially between 9,000 and 50,000 (16% of the general pop at any one time will experience mental health problems) Approx 12,000 of working age likely to be classified as disabled	9,810 on IB/SDA	Annual Population Survey 06, DWP Social Exclusion Unit, 2004
Ethnic Minorities	14,100 (working age)	1,400	Annual Population Survey, 2006, Labour Force Survey 2002/03
Lone Parents	11,134	4,843	Census 2001, not working figure comes from national figure of 43.5% in Freud Report
Ex-Prisoners	2,064	Not known	Scottish Executive, <i>Prisoners leaving Prison</i> , 2004
Care Leavers	104	62	Number of 15-18 year olds leaving care in Edinburgh in 2004-05 (Scot Exec). Not working figure comes from 60% of young people leaving care not entering, education, employment or training in Scotland.
Drug Misusers	7,537	2,470 on IB/SDA, 88% of new clients unemployed	The Action Team, DWP 2006, Scottish Drugs Misuse Database, 2006
Homeless	4,391	3,846	ECHO Monitoring Report 2005 (12.4%) have accessed employment, education or training.
NEET School Leavers	661 (05-06 cohort)	661	Scottish Executive 2005-06

## Key programme elements related to Partners' targets

## Appendix 4

Key Objective	Title of Performance Measure (PI)	Lead Agency	Target/Output	Timeframe and Milestones	Stretch Target / Output	Calculation of Stretch	Rational for application of stretch
Joined up employability infrastructure	No of young people engaged in NEET prevention activities	Careers Scotland	80% of young people engaged in NEET prevention activities who progress to positive destinations	12 Months	90% of young people engaged in NEET prevention activities progressing	Targets are set annually based on historic evidence and growth	Stretch targets are set based on range reasonable to move into
	Develop strategic mechanisms to co-ordinate employability services by taking forward the aims for Joined up for Jobs	CEC					
A clear offer to employers A clear offer to jobseekers	Get Ready for Work clients progressing into Jobs, Further Education or Further Training	SEEL	55%+	12 months	Still to be determined for 1 April 2007+		
	Lifeskills clients progressing into Jobs, Further Education or into Get Ready for Work	SEEL	55%+	12 months	Still to be determined for 1 April 2007+		
	Employer Outcome Target	JCP		12 months			
	Move people into employment by providing advice and support to jobseekers	CEC					
	Customer Service Target	JCP		12 months			
	Job Outcome Target	JCP	13,219 - aggregate of priority group targets	12 months			
Greater customer	Move People into employment by providing support to working families	CEC					

## Key programme elements related to Partners' targets

## Appendix 4

Key Objective	Title of Performance Measure (PI)	Lead Agency	Target/Output	Timeframe and Milestones	Stretch Target / Output	Calculation of Stretch	Rational for application of stretch
reach	Move People into Employment by Providing Training Programmes	CEC					
	No of 20+ unemployed engaging with CS	Careers Scotland	% of 20+ unemployed who engage with CS who progress to positive destination	12 monthly/reported monthly		Targets are set annually based on historic evidence and growth	Stretch targets are set based on range reasonable to move into
	Increased employment rates for key groups and areas	CCP	as per City Strategy	Initially one year for completion of ROA targets - reprofiled for City Strategy			
	Reduce the gap in employment rates between the worst wards and the city as a whole	CCP	as per City Strategy	Initially one year for completion of ROA targets - reprofiled for City Strategy			
	No of 16-19yr old unemployed engaging with CS	Careers Scotland	% of 16-19 yr olds engaging with who progress to positive destinations	12 months/reported monthly		Targets are set annually based on historic evidence and growth	Stretch targets are set based on range reasonable to move into
	Reduce unemployment rates in target areas	CCP		Initially one year for completion of ROA targets - reprofiled for City Strategy			

## Key programme elements related to Partners' targets

## Appendix 4

Key Objective	Title of Performance Measure (PI)	Lead Agency	Target/Output	Timeframe and Milestones	Stretch Target / Output	Calculation of Stretch	Rational for application of stretch
	Better post school outcomes overall and closing the gap in positive post-school outcomes for key groups and areas	CCP	as per City Strategy	Initially one year for completion of ROA targets - reprofiled for City Strategy			
Improving sustained employment	NEET sustaining EET at 3 months	Careers Scotland	55% of NEET progressing sustain for 3 months	12 months / reportedly monthly	65% of NEET progressing sustain for 3 months	Targets are set annually based on historic evidence and growth	Stretch targets are set based on range reasonable to move into
	Training for Work clients into jobs or self employment	SEEL	80%+ of Tfw clients sustaining employment for 3 months or more	12 months	Still to be determined for 1 April 2007+		
	Training for Work clients from disadvantaged areas into jobs or self-employment	SEEL	80%+ of Tfw clients sustaining employment for 3 months or more	12 months	Still to be determined for 1 April 2007+		
Improved information sharing and information management	Develop strategic mechanisms to co-ordinate employability services by disseminating information on JU4J	CEC					
	Implement a case management system for organisations within the JU4J Network	CCP	Creation of a system which meets partner, employer, organisational and client needs	07-08 - 10 organisations start using the system, 08-09 - 20 further organisations use the system, 09 and beyond - rolled out to 75 orgs in JU4J network	Scope possibility for linkage with JCP system and Scottish Enterprise system, Adoption as performance management tool		

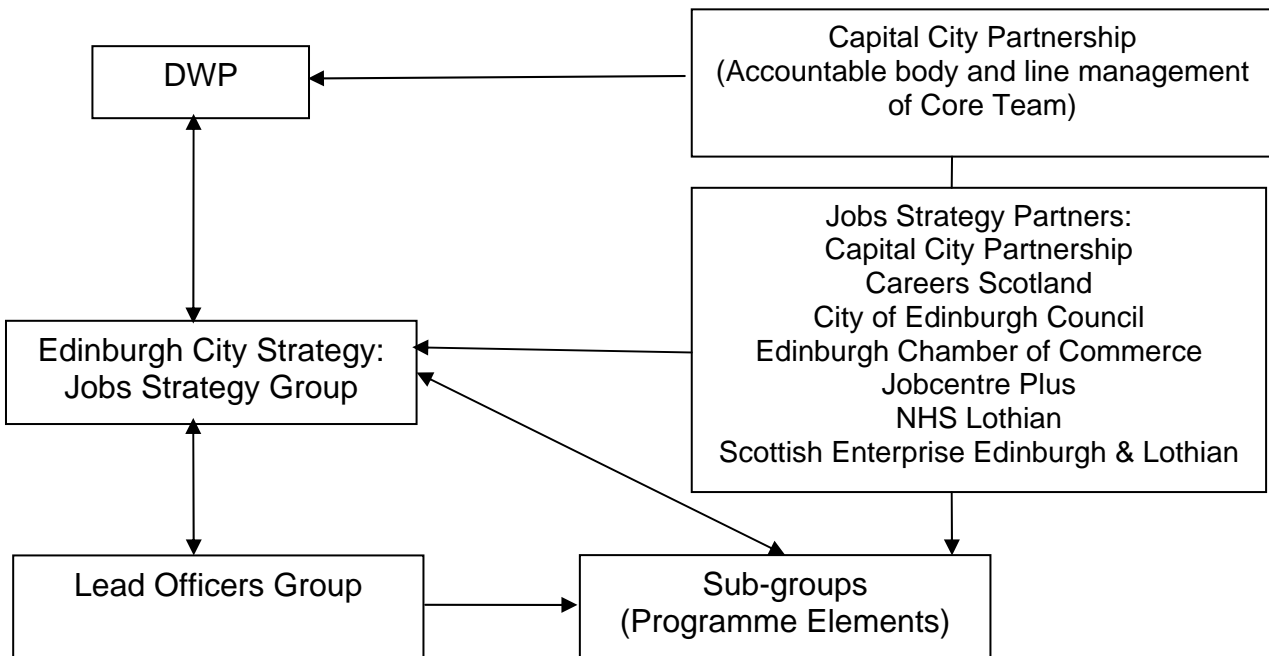
**Governance Framework**

**1.0 Purpose**

This document sets out the governance and assurance arrangements for the Edinburgh City Strategy Pathfinder through the Capital City Partnership. It complements the governance arrangements in place in the Consortium’s partner organisations.

**2.0 Organisational Framework**

The organisational structure of the Consortium is designed to provide clear accountabilities and lines of responsibility to enable effective decision-making and governance.



**2.1 Capital City Partnership (CCP)**

Capital City Partnership is a partnership of key statutory, voluntary and community agencies in the city working together to promote social inclusion and achieve social justice for the people of Edinburgh. CCP is a company limited by guarantee and not having a share capital. It will be the accountable body for the Edinburgh City Strategy; will hold the seedcorn budget and any other monies allocated specifically to the City Strategy consortium; and will line manage the core support team.

**2.2 Capital City Partnership Board (CCP)**

This board comprises senior representatives of the Partner organisations and other key stakeholders. Arrangements for and representation on this board are held in the company’s articles of association. The Board also offers a

standing invitation to each of its meetings to members of all of the City’s equalities fora and to representatives of each of the City’s disadvantaged communities.

**Capital City Partnership Board Membership:**

<b>Name (inc. title)</b>	<b>Occupation</b>	<b>Organisation</b>	<b>Gender</b>	<b>Ethnicity</b>	<b>Disabled (Y/N)</b>
Iris C M McMillan (Miss)	Solicitor	City of Edinburgh Council	F	British-white	No
Shulah Allan (Ms)	Charity Director	EVOC	F	British-white	No
Claire Ironside	Interim Head of Development & Regeneration	City of Edinburgh Council	F	British-white	No
Catherine Linda McPherson (Ms)	Executive Director	Scottish Enterprise Edinburgh & Lothian	F	British-white	No
Elizabeth McVay	Community Worker	West Pilton Neighbourhood Centre	F	British	
Ian Perry	Councillor	City of Edinburgh Council	M	British-white	Yes
Marlene Shiels (Mrs)	Chief Executive	Capital Credit Union	F	British-white	No
Alasdair Kerr	Director of Business & Enterprise	Edinburgh Chamber of Commerce	M	British-white	No
Ronnie Liddle	Superintendent	Lothian & Border Police	M	British-white	No
Tim Montgomery	General Manager	NHS Lothian	M	British	
Bill Wilson	District Manager	Jobcentre Plus	M	British-white	No

**2.3 Jobs Strategy Group**

This group will be the strategic decision-making group of the Edinburgh City Strategy Pathfinder consortium and comprises senior representatives of member organisations (Capital City Partnership, Careers Scotland, City of Edinburgh Council, Edinburgh Chamber of Commerce, Jobcentre Plus, NHS Lothian, Scottish Enterprise Edinburgh and Lothian), each with the authority to decide on strategy and funding allocation on behalf of his or her organisation. It is proposed that the group will be led by an independent chair, possibly from a major private sector employer. Each partner organisation will take a lead role on one or more programme elements as identified in the business plan.

Detailed terms of reference for the Jobs Strategy Group are detailed below at paragraph 3.2.

## **2.4 Lead Officers Group (LOG)**

The Lead Officers Group will be responsible for making recommendations and providing advice and support to the Jobs Strategy Group. Each agency will take the lead on an area of work within the City Strategy Pathfinder and may convene a sub-group or short life working group as appropriate in order to develop proposals and recommendations. This group will be supported by Capital City Partnership's Jobs Strategy team. The core team will be responsible for ensuring that the Consortium has effective operating systems; monitoring progress and performance; and working with partners to deliver the Consortium's objectives.

## **2.5 Sub-groups and Short Life Working Groups**

Each Short Life Working Group and / or sub-group agreed as being necessary by the JSG /LOG will determine and agree a terms of reference before undertaking any work.

## **2.6 Joined-Up for Jobs sub-groups**

Joined-Up for Jobs, Edinburgh's long-standing employability agreement is the foundation of the City Strategy Pathfinder, and is managed by the Jobs Strategy Group. There are a number of existing operational sub-groups, whose function will continue and will apply to the Pathfinder.

## **3.0 Accountabilities and Decision-Making**

### **3.1 Capital City Partnership**

Capital City Partnership Board is the accountable body for City Strategy resources. It will also host and provide line management for the Jobs Strategy Team. Decision-making about the Pathfinder is reserved to the Jobs Strategy Group by agreement of the CCP Board.

### **3.2 Jobs Strategy Group**

The Jobs Strategy Group will have overall accountability for:

- Agreeing and overseeing implementation of Edinburgh's Jobs Strategy
- Agreeing a funding and resourcing strategy and appropriate delegated authorities, to ensure that decisions are made at the appropriate level and time
- Aligning strategy, funding and other resources to focus help on the most disadvantaged areas
- Agreeing funding / resourcing of specific initiatives, in line with agreed strategy
- Making representations to policy makers and Government to address local, regional and national barriers to people moving into work

- Ensuring that employment and skills issues are an integral part of overall City strategy, via the Capital City Partnership Board

### **3.3 Lead Officers Group (LOG)**

The LOG will have responsibility for making recommendations and providing advice and support to the Jobs Strategy Group. The LOG will also work with the CSP staff working on this within CCP to:

- Develop the Strategy and Implementation Plan
- Provide advice and recommendations to the Jobs Strategy Group on all aspects of employment, skills and worklessness
- Implement relevant aspects of the Delivery Plan
- Monitor reviewing and reporting on performance and on progress of the Delivery Plan and implement improvement or remedial activities as necessary
- Designing and implementing processes to ensure that the Consortium operates effectively
- Developing initiatives and projects to address issues in the areas covered by the Consortium
- Making recommendations to the Jobs Strategy Group on projects and proposals
- Ensuring effective communications between Consortium partners, stakeholders and customers

### **3.4 Terms of Reference**

Each of these groups has formal terms of reference which will be reviewed on a regular basis. Group members will remain responsible to their own organisations for carrying out their own accountabilities.

### **3.5 Controls**

In the initial stages of operation the Lead Officers Group and support staff will adhere to the policies and governance arrangements applying to their own organisations. In the longer term, the Consortium will develop its own policies and control arrangements for any additional funding coming to the Consortium.

## **4.0 Risk Management**

### **4.1 Process**

The Jobs Strategy Manager within CCP will be responsible for establishing, maintaining and managing the Consortium's risk register. Identified risks will be recorded, assessed and monitored by the LOG at its regular meetings. The LOG will be responsible for reviewing progress, developing and implementing mitigation activities for issues within members' delegated authority, and escalating issues to the Jobs Strategy Group when appropriate.

**4.2 Risk register**

The Consortium's Risk Register is designed to record risks, responsibility for managing them, and mitigation activities. This is designed specifically to manage risks appropriate to the Consortium's objectives, and is not intended to duplicate or replace partner organisations' own risk registers. This will continue to be developed by the LOG and is available on request.

**5.0 Assurance****5.1 Financial Assurance – Internal**

Capital City Partnership, as the accountable body for handling the Consortium's financial arrangements, will provide regular financial reports on funding specific to the Consortium, which will be reviewed by the LOG. Quarterly and annual financial reports will be provided to the Jobs Strategy Group.

The Jobs Strategy Manager and the LOG will initiate and implement any remedial action as necessary to ensure that the Consortium remains within agreed budget.

**5.2 Independent Financial Assurance**

The Consortium's finances will be subject to the same external audit arrangements as other aspects of the Capital City Partnership's financial activities, in accordance with the code of audit practice approved in March 2005. Auditors have responsibilities not only to audit the financial statements but also the audited body's arrangements for securing economy, efficiency and effectiveness in its use of resources.

The Capital City Partnership has well established and robust financial management and control procedures in place and these will be applied to any CSP funding. The partnership has been the accountable body for Community Regeneration and other Funds from the Scottish Executive (currently totalling just over £2.5m per annum) since 2001. Any CSP funding managed through the partnership will be established as a separate cost centre within its SAGE based accounting system, with its own audit trail and decisions record and will be subject to external audit as well as the established internal control procedures.

## **6.0 Memorandum of Understanding**

### **Edinburgh City Strategy Pathfinder**

#### **The Consortium:**

Capital City Partnership  
Careers Scotland  
City of Edinburgh Council  
Edinburgh Chamber of Commerce  
Jobcentre Plus  
Scottish Enterprise Edinburgh & Lothian  
NHS Lothian

#### **Scope of Memorandum of Understanding**

The purpose of the Memorandum of understanding is to establish a protocol to facilitate joint-working between the members of the consortium. The consortium will work towards the aims of the City Strategy Pathfinder, as set out in the Business Plan submitted to DWP on 29<sup>th</sup> December 2006. The initial period of the Pathfinder is to March 2008 and this Memorandum of Understanding will be reviewed at that time.

#### **Memorandum of understanding: details**

Responsibility for achieving the objectives of the City Strategy Pathfinder lies equally with all parties. Progress will be monitored jointly and updates will be given at subsequent Lead Officer Group meetings, Jobs Strategy Group meetings and the relevant board meetings of consortium members.

#### **Provision of Services: Capital City Partnership**

CCP will employ three full-time Jobs Strategy Development Officers to take forward and implement the City Strategy Pathfinder. The posts will be funded until March 31<sup>st</sup> 2008 through funding achieved through the Department of Work and Pensions.

The three staff, along with the Jobs Strategy Manager, Monitoring and Evaluation Officer and Administration Officer will be responsible for the day-to-day running of the project and will have specific targets as derived from the Business Plan.

The Jobs Strategy Manager will undertake to report regularly on the progression of the Pathfinder and will organise regular Lead Officer Group meetings to facilitate this reporting. The Jobs Strategy Monitoring and Evaluation Officer will undertake ongoing evaluation of the project. The CSP staff will also undertake to set up and service sub-groups of the JSG and short-life working groups to take forward specific workstreams as determined by the Lead Officers' Group.

**Provision of Services: Consortium Members**

The Consortium will allocate appropriate staff and staff time to the Lead Officer Group and the Jobs Strategy Group. All members of the consortium should endeavour to attend scheduled meetings and / or send deputies in their place. They will also be responsible for cascading information as appropriate in their own organisations.

Members will make a commitment to supplying relevant information as requested, to the consortium in order to further the aims of the City Strategy Pathfinder. However, it is recognised that there must be cognisance of commercial and individual data protection.

Members agree that decisions about procurement and contracts should be routinely scrutinised for impact on local joined-up working. The consortium agrees to notify all partners about upcoming contracts.

**7.0 Monitoring and Evaluation**

Progress on the City Strategy Pathfinder will be monitored on an ongoing basis through the Joined Up for Jobs Monitoring and Evaluation Framework. It is also recognised that the Pathfinder will require to be independently evaluated. It is DWP's stated aim that evaluations should run concurrently with the project and any interim reports will impact upon direction of travel. CSP staff will manage this evaluation contract and regular reports will be made to the consortium.

**8.0 Terms of Reference - Jobs Strategy Group**

These terms of reference are intended to be regularly reviewed over the lifetime of the City Strategy Pathfinder (CSP) and, as a minimum, on an annual basis.

**Jobs Strategy Group (JSG)****Aims**

- To agree and oversee implementation of the Jobs Strategy and associated delivery plan, incorporating employers' requirements and supply-side initiatives
- To agree a funding and resourcing strategy with appropriate delegated authorities
- To align strategy, funding and other resources to focus help on the most disadvantaged areas and target groups

**Context**

The Jobs Strategy Group has been re-named from the original Joined Up for Jobs Strategy Group to reflect the continuation of work already started with within the Joined Up for Jobs Strategy but, to also emphasise that the City Strategy Pathfinder is a change in emphasis from the original strategy.

The agreed target groups for the CSP will be disabled / ill health, inc. mental ill health; chaotic lifestyle (inc. addicts/ex-prisoners/homeless); NEET group of school-leavers; black and ethnic minorities, including refugees; lone parents.

**Membership**

The JSG will consist of a named representative from each organisation named in the City Strategy Pathfinder Business Plan: Capital City Partnership, Careers Scotland, City of Edinburgh Council, Edinburgh Chamber of Commerce, Jobcentre Plus, NHS Lothian and Scottish Enterprise Edinburgh & Lothian.

**Decision-Making**

Policy and resource decisions in respect of the City Strategy Pathfinder are the domain of the Jobs Strategy Group, whose membership has sufficient seniority to make decisions and implement proposals involving their parent body. The Lead Officers Group (LOG) and other sub-groups will provide advice and make recommendations to the JSG for consideration.

**Register of Interests**

All members of the Jobs Strategy Group must register any interest, financial or otherwise, which is likely, or would be perceived as likely, to interfere with the exercise of their independent judgement. This applies both to the interests of the Jobs Strategy Group members as individuals; and to the interests of the organisations they represent. A Register of Interests will be held by Capital City Partnership and will be open to inspection under the terms of CCP's Freedom of Information Policy.

**Frequency of Meetings**

The JSG will meet at least every quarter. For calendar year 2007, meetings may be held on a two-monthly basis. The LOG, sub-groups and Short Life Working Groups will set up their own meetings schedules.

**9.0 Lead Partner Role**

Each of the programme elements in the Pathfinder business plan will be assigned to one of the partners. The lead partner will be responsible for:

- Taking the lead on the specific area of work
- Convening any necessary working groups
- Reporting on progress to the Jobs Strategy Group

In doing this, the Lead Partner will seek to pull together the contributions of all other partners necessary for the work programme to be delivered. It follows, therefore, that the Lead Partner (and its staff) are not required to carry out all the associated work, since it is expected that all partners will contribute as appropriate. For the period of the seedcorn funding (and if possible beyond that) a member of the Jobs Strategy Team at Capital City Partnership will be allocated to each programme element.

## **10.0 Funding and Resource Planning Sub-Group**

### **Membership:**

Nominations will be sought from the partner organisations and endorsed by the Jobs Strategy Group. The group will be convened by the individual representing the lead partner for this programme element. The membership and remit will be reviewed on an annual basis.

### **Remit:**

The Sub-group will address three main areas of work:

1. **Improve existing provision**, including adjusting the focus/efforts of partner staff / contractor staff in frontline roles. This to target a greater number of priority clients
2. **Improve working linkages** – aligning funding decisions / modelling to achieve greater impact, ensure best value for money, minimise duplication, and reduce timelines to results.
3. **Recommend decisions on the allocation of pooled funding** such as Deprived Areas Fund (DAF), and procure services to meet the objectives of the Consortium while adhering to the funding criteria attached to each funding stream. Funding recommendations will be referred to the Jobs Strategy Group for consideration and ratification. As the partnership develops, the JSG may decide to delegate funding decisions below a specific value to the F and RP.

In addition it will consider monitoring and evaluation reports produced both by the Monitoring And Evaluation Sub-Group and by partner organisations.

### **Decision Making**

1. **Funding in the control of Partner organisations:** allocation of these funds will be discussed by the FRP group, particularly in order to monitor the fit with other funding allocations. Decision making authority will continue to lie with the relevant partner organisation.
2. **Pooled funding** (e.g. the Deprived Area Fund) which may become available to the consortium will be subject to the processes set out in the Business Plan, and adhere to the criteria attached to each specific funding stream.

### **Frequency of Meetings**

A meetings schedule will be set by the group, having cognisance of the annual pattern of funding deadlines; and of the meetings schedule of the Jobs Strategy Group.

**11.0 Role of Chairpersons**

The role of chairpersons within this structure is to enable and encourage decisions rather than making them by default, but is not to be wholly responsible for the workload. The chairpersons will be expected to

- act as chairperson for the relevant group,
- facilitate meetings in order to achieve optimum outcomes and progress on the strategy.

(See also 'Lead Partner Role')