

Cities strategy seed-corn funding: electronic initial “Mini” Business Case

Please refer to the guidance notes when completing this business case.

SECTION A

Consortium name: JOINED UP FOR JOBS

Secretariat contact details: c/o Capital City Partnership, Edinburgh

Lead member of consortium: Capital City Partnership

Contact details: Matthew Crighton

CEO of the recipient organisation for seed corn funding: Jim Rafferty

Contact details: The Canon Mill, 1 Canon Street, Edinburgh EH3 5HE

Other members of consortium (please provide a contact name together with contact details for each member):

City of Edinburgh Council	Ken Shaw	0131 529 3476
Jobcentre Plus	Bill Wilson	0131 221 4002
Scottish Enterprise	Linda MacPherson	0131 313 4000
Careers Scotland	Paul Gierthy	0131 313 6057
Edinburgh Chamber of Commerce	Roger Horam	0131 221 3189

SECTION B**EXECUTIVE SUMMARY, OBJECTIVES & FUNDING REQUESTED**

The objectives of the consortium, in terms of outcomes, are based on those in the Regeneration Outcomes Agreement for Edinburgh. These include reducing economic inactivity, increasing the employment rate and reducing the gaps between the worst wards and the city average. The Pathfinder will have at its core the existing Joined Up For Jobs strategy and consortium – JCP, City of Edinburgh, CCP, SE, Careers Scotland, Edinburgh Chamber of Commerce. It is intended to add to these the health, social care and Further Education sectors. The consortium will be led by Capital City Partnership, which will be the fund-holder for the seedcorn budget.

The Pathfinder seeks to pilot ways in which services can be made to operate in a co-ordinated way and managed around shared objectives. This will require sharing analysis and intelligence; targets; commissioning and contracting procurement processes; operational infrastructure for co-operative working; management information, monitoring and evaluation.

The intention is to see the access-to-work infrastructure as a whole so that it can act in a joined-up, co-ordinated fashion – as a supply chain. Crucial to this will be:

- a) enhancing joint work with clients and employers by mainstream partners and services (JCP and Careers Scotland) and intermediaries; and
- b) joined-up, aligned or shared procurement by key funders which will lead to better configuration of services and incentivise provider behaviour around pathways to work. Pooled funding will be piloted, to some extent dependent on the requests for enabling measures.

Core elements of the implementation will be:

- The information base (who is doing what)
- Defining and refining the offer to employers.
- Improving the offer to jobseekers/customers and organising its delivery
- Joined-up funding and procurement
- Funding for specific new programmes supporting progression into the job market for
- Creation of 'virtual infrastructure' using ICT, the same one).
- An employability case management system
- Integration of skills training into pathways to work.
- Generation of region-wide labour market information
- Generation and use of management information
- Infrastructure of co-operation:
- Linking jobs in new development to disadvantaged areas and jobseekers.

The implementation of the Pathfinder will require a small staff team to create the capacity to take this forward. Seedcorn funding is sought to pay for additional temporary posts in the Capital City Partnership's Jobs Strategy Team, which will be committed to the City Strategy (taking into account other existing funding from EQUAL). In addition there will be a Partners' Project Team to which core partners will be requested to second or allocate one or member of staff to co-ordinate their contribution to the Pathfinder. The budget includes costs needed to support the team (office costs, training, etc). In addition there are items for evaluation and consultancy and to support key elements of implementation like IT infrastructure and case management systems.

The total funding requested is	£365,921
Financial Year 2006-07	£125,037
Financial Year 2007-08	£240,884

The budgets below indicate the resources available within Capital City Partnership for commitment to the Pathfinder, costed at £240,778, but not those from other partners.

Part 1

1 Objectives/High Level Strategy/Approach/Success Criteria and Risk Management of this Consortium

Objectives and High-Level Strategy

The objectives of the consortium, in terms of outcomes, are based on those in the relevant section of the Regeneration Outcomes Agreement for Edinburgh. These include reducing economic inactivity, increasing the employment rate and reducing the gaps between the worst wards and the city average (see EoI). These correspond to the overall intention to ensure that the benefits of prosperity are brought to bear to reduce pools of social exclusion in the city; to share the benefits of prosperity.

In terms of vision, we aspire that the access-to-employment infrastructure of the city should be demand-led, client-centre and joined-up. At either side of this infrastructure, we hope that on the one hand, health, social care and other front-line agencies will co-operate within the City Strategy to increase the flows of people in disadvantaged groups into the employment-related services; and that on the other, co-operation with employers will enhance the sustainability of successful job entries and progression beyond entry-level (also increased successes at retention of disabled in employment).

As regards geography, we intend during the period of the pathfinder to extend its scope to the whole of Lothian, to the extent that the approach is adopted by the other Lothian local authorities.

The high level strategy is based on the understanding that “to make improvements of the order needed to make a real difference to the rate at which disadvantaged people move into employment ... local stakeholders can deliver more if they combine and align their efforts behind shared priorities, and are given more freedom to innovate, and to tailor services in response to local needs”. Furthermore, to the extent that they are combined, by creating an integrated “employability service” at a local level it will be possible to clarify and improve the offers to client and employers.

In order to create that integrated employability service the objective is to ensure that providers co-operate to offer each beneficiary the combination of services which they need. This will require innovation from providers and investment in staff development. However it is recognised that it is funding which determines the pattern of provision; and therefore that the funders, locally, should be able to agree what is needed and to contract to get it. Hence the strategy is based on the development of the capacity of the consortium to act in a concerted way in the deployment of the funding available. It also involves the extension of the consortium to include additional key strategic partners which have an important stake in the employability and employment agendas. These are the health, social care and Further Education sectors.

On the basis of this strategic approach there is also a need to create the practical framework for co-operation between providers; for actions to facilitate joint-working and to increase capacity of the provider infrastructure. The Partnership Forum which is open to all provider organisations is the main place for discussions of these initiatives with providers.

The strategy builds on work done through the ‘Working Together’ project (Article 6 ESF) which assessed and prioritised the policy issues. The following extract from its final report summarises the main conclusions:

Issue: Economic Change and Opportunity

The economy has grown and changed: there are fewer manual and manufacturing jobs and less low-skilled work – there are more part-time and temporary opportunities. Substantial hidden

unemployment exists, and people with deep-seated and multiple disadvantages make up a greater proportion of the total unemployed

Response: Maximise the benefits of economic growth for the priority areas and groups

Issue: Quality of Support

Too many customers from the most excluded groups do not move into programmes and then into work. They face a range of barriers including benefits traps, help that's inadequately structured to meet individual needs, and provision that doesn't match employers' needs.

Response: Increase the rate of success in recruiting from the most excluded groups into local employment

Issue: Progression Out Of Low Pay And Insecure Employment

For many people a cycle of frequent unemployment and temporary low-paid work is the norm.

Response: Introduce support (to customers and employers) to help customers stay in work and progress to more secure, better paid work.

Issue: Transition From Benefits to Work

There is a lack of cohesion between the benefits system, welfare to work provision and wages. Responsibility for benefits and tax credits lies with the government, but joined-up-working on the ground can make a significant contribution to helping people make this transition.

Response: Develop initiatives that identify benefit-to-work problems and support individuals; continue to draw attention of Scottish and UK policy-makers to these issues

Issue: Fragmented Provision

Services are fragmented, diverse and confusing for agencies, customers and employers.

Funding comes from a number of sources and is not co-ordinated. Delivery is not consistently demand-led or client-centred

Response: Create integrated, well-informed and well-understood services that are highly effective and make best possible use of resources

Approach

This proposal seeks to pilot ways in which services can be made to operate in a co-ordinated way and managed around shared objectives. Establishing the common vision of the employability infrastructure and implementing a plan will require:

- shared analysis and intelligence
- shared targets
- shared commissioning, contracting and procurement processes
- shared operational infrastructure for co-operative working
- shared management information, monitoring and performance management.

The proposed City Strategy has at its core the intention to see the access-to-work infrastructure as a whole so that it can act in a joined-up, co-ordinated fashion – as a supply chain. Crucial to this will be:

- a) enhancing joint work with customers and employers by mainstream partners and services(JCP and Careers Scotland) and intermediaries and
- b) joined-up, aligned or shared procurement by key funders which will lead to better configuration of services and incentivise provider behaviour around pathways to work – including rewards for moving people along to intermediate stages provided there is evidence of further progression. Pooled funding will be piloted, to some extent dependent on the outcomes of requests for enabling measures.
- c) The information base (who is doing what)
- d) Defining and refining the offer to employers.
- e) Improving the offer to jobseekers/customers and organising its delivery

The aspiration is:

- to be clear what can be offered to which customers;
- that they (customers) are enabled to access services of all relevant providers (subject to eligibility and funding);
- that funders pool resources to achieve a desired pattern of delivery (using the JU4J Service Delivery Model) based on a combination of universal (JCP) and targeted/specialist services.

Core elements of the implementation will be:

- 1) Joined-up funding and procurement based on
 - a) a mapping of provision funded by the main partners;
 - b) assessing the match with the desired pattern of services;
 - c) aligning commissioning and contracting by funding partners with local priorities;
 - d) reducing duplication;
 - e) pooling funds and resources (including JCP services) where possible and desirable.
- 2) Funding for specific new programmes
- 3) Creation of 'virtual infrastructure' using ICT,
- 4) An employability case management system
- 5) Integration of skills training into pathways to work
- 6) Generation of region-wide labour market information
- 7) Generation and use of management information
- 8) Infrastructure of co-operation:
- 9) Linking jobs in new development to disadvantaged areas and jobseekers.

Because of the diminishing overall resource context the introduction of a major new provision is not feasible or sustainable without an active partnership with government. The local consortium can introduce this provision if we can formulate an outcomes based reward funding agreement with DWP which allows an agreed proportion of benefits system savings accrued from the activity of the new service to be recycled and re-applied locally to fund its continued provision.

This formulation can be developed as an active stand alone partnership agreement or might, in itself, be seen as an important flexibility request.

There will be an Action Plan, regularly monitored, which sets out a range of initiatives being progressed and the organisations responsible for implementing them under headings:

- **Vision the future;**
- **Partnership Development**
- **Strategy Development.**
- **Monitoring and evaluation framework;**
- **Management information and service planning**
- **Engage and respond to employers**
- **Orientate to Inactive groups and means to engage them**
- **Develop the Intermediary Infrastructure**
- **Entrepreneurship**
- **Evaluation**

The Joined Up For Jobs Monitoring and Evaluation Framework will be used to generate management information to guide the implementation of the strategy.

Additionality and innovation – the City Strategy allows the consortium to implement actions which would otherwise not be implemented, or done so at a much reduced pace. Agreed enablers will clearly bring additional benefits. To our knowledge the course of action set out in the EoI is innovative and has not been done before. This demonstrates what will be done differently and the benefits to customers and employers. In the context of reducing public funding any estimated savings will be ploughed back into service provision

Success Criteria

The City Strategy will add significant benefits for the city:

- Capacity to achieve challenging targets (through enabling measures and reward funding)
- Development of more thorough, radical and deep-rooted innovations in the management of the access-to-work infrastructure around shared objectives.
- Extension of the partnership to include the NHS, Further Education, Scottish Prison Service, and Social Care
- Opportunity to extend the strategy to wider city region area through the period of the pilot
- Framework for linking employability and skills agendas
- Better Value for Money by reducing duplication, improving alignment of funding streams and better procurement processes

Over and above the targets (output success criteria), achievement of these benefits success will be process or outcome success criteria. Both should be built into the evaluation framework.

Key milestones

Key milestones are derived from the draft Implementation Plan (see appendix). The core of the consortium is already in place so establishment of the consortium is not one of them. At this stage they have been drafted for the current financial year; the implementation plan will involve setting key milestones for the period of the Pathfinder.

Action	Target date
Agreement of seedcorn plan and budget	30 October 2006
Creation of delivery and project teams	1 December 2006
Completion of implementation plan and management methodologies	7 March 2007 (scheduled SG meeting)
Extension of partnership	7 March 2007
Agreement on LMI systems, targets, reward funding, enablers (F&F)	30 March 2007
Launch	2 April 2007

Some of these depend on the actions of others (e.g. agreements on reward funding and enablers) and these target dates have not yet been discussed with them so they represent aspirational target dates at this stage.

Risk Management

The main delivery agent is the Capital City Partnership, for which systems and procedures have been established to mitigate the risks faced by the organisation. Internal controls have been established to ensure all transactions are authorised and documented. IT systems are backed up daily, weekly and back ups held off site. Procedures are in place to ensure compliance with health and safety regulations and other legislation. It is considered that these are sufficient to manage any risks concerning appropriate use of the funding available to support the Pathfinder

The main operational risk is the risk of not achieving the targets of the City Strategy Pathfinder. There are four broad categories of reasons why this may occur:

1. Macro-economic (exogenous) factors
2. Inadequacy of the implementation plan
3. Inability of local partners to implement the elements of the plan
4. Inability of national partners (DWP) to agree enablers or offer appropriate reward funding

As regards macro-economic factors (e.g. a downturn in the regional or national economy; increased in-migration) the responses are a) to be able to identify any impacts from such sources; b) to revise the plan and/or targets in light of them; c) to set targets which relate to outcomes which can be proofed from such exogenous factors and d) to adjust outcome measures to take them into account.

As regards 1 2 and 3 above, since this is a Pathfinder which is testing new ways of working, it is quite likely that one or more element of the plan will be difficult or impossible to implement; or that it will not have the effects intended. The appropriate response to this risk is to be able to report on what happened and why, which will require a robust evaluation framework and the collection of the appropriate data for it. This then is a significant risk in itself – that either DWP will not provide adequate guidance, or the local partners will not have put in place an adequate evaluation framework, in time, that is by the start of the Pathfinder. A further set of risks here are that the necessary data is not available; or that the methodologies for using them are not yet elaborated.

Failure to achieve the targets in turn might result in receipt of less reward funding than anticipated. Financial systems will ensure that related expenditure will not be incurred without certainty of matching reward income; or that any partner incurring expenditure in anticipation of the reward funding is in a position to take this risk.

Part 2

2.1 Funding required – to 31st March 2007 and planned drawn down timetable

It is proposed to use seedcorn funding to part-resource a small team to take forward the main elements of the implementation plan (see appendix). These would include:

- working with employers;
- developing input from Health and social care;
- developing the contribution from FE and the skills element of the strategy;
- joined-up funding, joint targets and contracting;
- co-ordination of providers using IT framework; infrastructure development.

(see draft Action Plan for further elaboration of how this work will be structured).

In addition the three posts in the existing Jobs Strategy Team at the CCP will be committed to development of the City Strategy Pathfinder (taking into account other commitments and funding streams from EQUAL); and the temporary additional posts to be funded with the seedcorn money should be integrated with it. In addition a request will be made to each of the key partner agencies to consider seconding into this team at their expense a staff member who would be responsible primarily for developing their agency's contribution and role in the strategy.

It is intended to recruit people with the skills necessary for the range of tasks required by the Action Plan, clustered around the following headings from Phases 2 and 3 in the Implementation Plan: Development of employer engagement and contribution; Development of joined-up funding and policy; Development of joined-up provision. Over and above these responsibilities the team as a whole will need the capacity to develop and negotiate on targets, reward funding and freedoms and flexibilities. The creation of this team is necessary because otherwise there will not be capacity to take these elements of the City Strategy forward.

A generic job description and job specification will be prepared which will allow a range of salary options depending on experience etc and, if seconded, the salary of the substantive post. The posts will be open for application, with an invitation to propose secondment arrangements. It is envisaged that it should be possible to create up to four new temporary posts (depending on salary at appointment and whether full or part-time).

The budgets below take a 'ball-park' figure of £30,000 each but it is requested that flexibility be allowed over the actual configuration of this part of the budget. The other items in the budget are estimates based on managing similar activities. The operational costs are based on actual costs for the premises in question. The budgets include a column headed Other for direct contributions to the Pathfinder for which Seedcorn budget support is not being requested. At this stage it includes only costs at CCP; those of other partners may be added later.

The completion of the research and policy review under Working Together results in there being no urgent need to commission additional reports or capacity-building. There is however a small component of the budget headed consultancy which may be used for one-off studies or facilitation of partnership development. (An example is the work currently being commissioned by CCP to look at area targeting in the strategy). This is also a heading to cover evaluation; guidance on this from DWP is anticipated. In addition some funding is proposed to support the development of adequate Labour Market Intelligence.

Under IT roll-out, funding is requested to assist with a key operational element of the strategy – the creation of a virtual infrastructure for joined-up working and creation of system-wide management information. Although the partners have already identified some funding for this, based around a core group of funded delivery providers, the increased scope necessary for a city strategy will require a larger budget. This will be deployed on assisting the integration of

provider IT systems with the city-wide IT infrastructure; or the generation of data feeds between them; and on staff training and capacity-building.

The remainder of the budget comprises costs necessary to support the work of the team, including rent and office costs; website, publication and event costs.

YEAR 1

	Salary	NI, s/ann	SEEDCORN	OTHER
	Dec-Mar	Dec-Mar	TOTAL	Nov-Mar
STAFF				
Post, grade and hours/days				
Jobs Strategy Manager (SCP 50) 3 Days				£16,093
Jobs Strategy Executive (SCP 38) FT	£9,783	£2,250	£12,033	
Jobs Strategy Executive (SCP 38) FT	£9,783	£2,250	£12,033	
Jobs Strategy Executive (SCP 38) FT	£9,783	£2,250	£12,033	
Jobs Strategy Executive (SCP 38) PT 50%	£4,892	£1,125	£6,017	
Jobs Strategy Evaluation and Research (SCP 33) 50%				£7,903
Jobs Strategy Administrator (SCP 27) 50%				£6,768
Seconded staff: JCP, CEC, SE, CS??				
SUB-TOTAL	£34,241	£7,875	£42,116	£30,764
OTHER COSTS				
IDP Employability Case Management				£30,000
IDP ITC				£60,000
Operational Costs x 7 staff (stationery, phones, postage, photocopy,)	£24,500		£24,500	
Rent x 7 staff (including rates, utilities, cleaning)	£7,700		£7,700	
Training	£3,971		£3,971	
Travel and subsistence	£2,100		£2,100	
IT equipment	£2,000		£2,000	
Office furniture	£600		£600	
Recruitment	£6,000		£6,000	
Subscriptions, conferences	£1,050		£1,050	
Consultancy, evaluation	£10,000		£10,000	
Labour Market Information	£3,000		£3,000	
IT roll-out fund	£15,000		£15,000	
Website and database development	£5,000		£5,000	
Catering	£1,000		£1,000	
Room hire	£1,000		£1,000	
sub-total			£82,921	
TOTAL FOR SEEDCORN			£125,037	
TOTAL SEEDCORN PLUS CCP COSTS				£245,801

2.2 Anticipated funding required – year to 31st March 2008

See text above for explanation of this table:

YEAR 2

	Salary	NI, s/ann	SEEDCORN TOTAL	OTHER
STAFF				
Post, grade and days/week				
Jobs Strategy Manager (SCP 50) 4 days				£45,584
Jobs Strategy Executive (SCP 38) FT	£31,110	£7,155	£38,265	
Jobs Strategy Executive (SCP 38) FT	£31,110	£7,155	£38,265	
Jobs Strategy Executive (SCP 38) FT	£31,110	£7,155	£38,265	
Jobs Strategy Executive (SCP 38) PT, 2 months	£2,592	£596	£3,189	
Jobs Strategy Evaluation and Research (SCP 33) 4 days				£29,319
Jobs Strategy Administrator (SCP 27) 4 days				£25,111
Seconded staff: JCP, CEC, SE, CS??				
SUB-TOTAL	£95,922	£22,062	£117,984	£100,014
OTHER COSTS				
IDP Employability Case Management				
IDP ITC				£20,000
Operational Costs x 7 staff (stationery, phones, postage, ph/copy,)	£49,000		£49,000	
Rent x 7 staff (including rates, utilities, cleaning)	£15,400		£15,400	
Training	£4,200		£4,200	
Travel and subsistence	£4,200		£4,200	
IT equipment			£0	
Office furniture			£0	
Recruitment				
Subscriptions, conferences	£2,100		£2,100	
Consultancy, evaluation	£15,000		£15,000	
Labour Market Information	£6,000		£6,000	
IT roll-out fund	£20,000		£20,000	
Website and database development	£5,000		£5,000	
Catering	£1,000		£1,000	
Room hire	£1,000		£1,000	
sub-total			£122,900	
TOTAL FOR SEEDCORN			£240,884	
TOTAL SEEDCORN PLUS CCP				£360,898

2.3 Summary - anticipated total funding required from inception to 31st March 2008

The total funding requested is	£365,921
Financial Year 2006-07	£125,037
Financial Year 2007-08	£240,884

The budgets above indicate the resources available within Capital City Partnership for commitment to the Pathfinder, costed at £240,778, but not those from other partners.

Part 3

3.1 Progress and control reporting structure and approach, including financial management – internal

CCP will retain overall management of the project including financial management. A separate cost centre has been created within CCP for all financial transactions relating to the Cities Strategy and audit trails for all transactions will be transparent. The CCP Finance Manager will be responsible for maintaining the integrity of the cost centre.

The Jobs Strategy / Cities Strategy Manager will oversee budgets, report to the consortium and in collaboration with the consortium, amend budgets accordingly. Transaction reports will be provided to the project manager on a monthly basis and the project manager will report to the consortium's project team on a quarterly basis.

Operational matters and progress will be discussed and reviewed with the consortium at regular meetings – schedule to be confirmed. As CCP has overall responsibility for the management and financial arrangements for the project, the Board of Directors of CCP will also receive regular progress reports. Project management procedures, including an issues log, and reporting methods linked to the Action Plan will be put in place.

3.2 Progress and control reporting structure and approach, including financial management – external

The Cities Strategy Manager will provide regular progress reports to the DWP covering outputs/targets and budgetary information. The format will be agreed with DWP but should be based on monitoring of the implementation plan. These progress reports will be provided as an attachment to each funding claim. It is envisaged that funding claims will be made on a quarterly basis and progress reports will therefore fall into the same schedule however exact details and timescales are to be confirmed with DWP.

Part 4

Audit trail

All correspondence and documents will be retained by the project manager and staff team including expenditure profiles and other financial information. This information will be available for inspection on request and will provide a transparent audit trail for the project.

Part 5

Independent audit arrangements

CCP is required to undergo independent audit annually. PKF auditors are currently engaged to undertake this work. As financial management of the Cities Strategy is the responsibility of CCP, a separate cost centre has been established within the CCP accounting system for this purpose. The Cities Strategy will therefore fall within the scope of the CCP annual independent audit.

SECTION C

Consortium: JOINED UP FOR JOBS, EDINBURGH

Approved by: Matthew Crighton, Jobs Strategy Manager, Capital City Partnership

Signed:

Date: 29 September 2006

DWP

Approved by:

Signed:

Date:

Appendix**JOINED UP FOR JOBS – EDINBURGH CITY STRATEGY PATHFINDER
ELEMENTS OF CITY STRATEGY IMPLEMENTATION PLAN**

<i>Action</i>	<i>Responsible</i>	<i>Timescale</i>
Phase 1 (organisation): 1 October – 31 December 2006		
Approval of EoI and seedcorn/admin/delivery team plan		
Establishment of Outline Implementation Plan with milestones and allocations of responsibilities		
Establishment of implementation, governance and reporting methodologies for the consortium		
Agreement of seedcorn budget with DWP		
Creation of delivery team – job specs, recruitment, secondments		
Creation of Partners Project Team (nominees from each key partner)		
Extension of partnership – appropriate levels of participation by/from health, social care and further education		
Initiation of discussions with West, Mid and East Lothian		
Phase 2 (preparation): 1 November 2006 – 31 March 2007 (then ongoing)		
Improved Labour Market Intelligence/Analysis		
Establishment of datasets for benchmarking		
Service Planning methodology		
Consultation with stakeholders – events, communications plan etc		
Proposed targets –		
• Articulation for city/groups/areas – local discussion		
• Dialogue with DWP		
Reward funding – dialogue with DWP		
Freedoms, Flexibilities, Enablers:		
• Elaboration of the cases for these		

<ul style="list-style-type: none"> • Identification of possible additional requests 		
<ul style="list-style-type: none"> • Dialogue with DWP/JCP/Scottish Executive 		
Phase 3 (strategy development):		
1 January 2007 – 31 December 2007		
Development of joined-up funding and policy:		
<ul style="list-style-type: none"> • Co-ordination of funding streams 		
<ul style="list-style-type: none"> • Procurement processes 		
<ul style="list-style-type: none"> • Reporting management information and strategic management. 		
<ul style="list-style-type: none"> • Communications strategy 		
<ul style="list-style-type: none"> • Funding issues – e.g. ESF transition/reduction; use of reward funding 		
Development of joined-up provision:		
<ul style="list-style-type: none"> • Methodologies of co-operation: 		
<ul style="list-style-type: none"> • ITC systems; case management; 		
<ul style="list-style-type: none"> • Offer to beneficiaries and support agencies 		
<ul style="list-style-type: none"> • Offer to employers 		
Development of employer engagement and contribution		
<ul style="list-style-type: none"> • Sectoral 		
<ul style="list-style-type: none"> • City-wide representation 		
<ul style="list-style-type: none"> • Progression and skills 		
<ul style="list-style-type: none"> • Linking Opportunity and Need (community benefits clauses) 		
Geographical coverage		
<ul style="list-style-type: none"> • Dialogue with Lothian Councils about extension 		
<ul style="list-style-type: none"> • Implementation of agreed arrangements 		
Phase 4 (strategy implementation):		
1 April 2007 – 31 March 2008		
Development and use of system-wide management info		
Service planning processes		
ICT – ‘virtual infrastructure’		
Case Management		
(to be completed following other phases)		
Exit strategy		