

CAPITAL CITY PARTNERSHIP
JOINED UP FOR JOBS STRATEGY GROUP

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PATTERN OF DELIVERY OF EMPLOYABILITY SERVICES

The session on the role of intermediaries on 7 March 2003 focused attention on what is expected of intermediaries and their relationships with the hard-to-help groups. It is necessary to develop some greater clarity on this basis about the pattern of services which JU4J partners seek to implement in the city. This paper sets out some key elements of which it is suggested can underpin the partners' intention to create the most effective pattern of delivery in the city.

1 'Demand-led' is not just for the academies; 'Client-centred' is not just for intermediaries

The intention is that the entire access-to-work system should be 'demand-led and client-focused'. The requirement to attend to the needs of employers and of client has to be implemented in both through management of the strategy and funding of providers; and by each provider organisation

The demand-led principle is implemented in two ways. Firstly through the creation and development of the sectoral employment academies. These will capture some but not all of the opportunities in their sectors and will not cover all sectors. Secondly through the intermediary organisations adopting demand-led (as well as client-centred) ways of working - looking towards both. The academies do not take this away from them but offer improved ways of relating to the opportunities in particular sectors. On these foundations there is scope for a more general, city-level, pitch to employers to open up co-operation over, for example, work placements, on behalf of all intermediaries.

In the same way, academies and those placing people into work should focus on the needs of target groups at that stage of their progression and act as the final stage of a pathway out of exclusion into employment. This will require monitoring of their clients for this purpose, setting targets and ensuring the appropriate support is available both before and after placement in work.

2 Universal minimum service for all

For clients, it is our intention there should be access to employability support service at a standard level all jobseekers benefit claimants who need it. This will involve at its core Personal Adviser support giving guidance and counselling leading to an Action Plan and resources to implement it, through connection to appropriate programmes and projects. (This can be called an 'Action Team' approach but it may be that borrowing this term is introducing an element of confusion). It will be necessary to set a threshold at which the service is expected to be available (E.G. length of unemployment) and shared quality standards.

3 Targeted services – geographical and specialist

This will be supplemented by targeted and specialist services, based either on chosen geographical areas of disadvantage or the needs of specific groups in the city population, defined according to shared problems or access to street-level services. One task is to ensure that the needs of target vulnerable groups are all addressed in this way. Also arrangements will need to be made to co-ordinate these two approaches (geographical and target group).

4 Quality service supported by staff and organisation development

The quality of the service to the individual depends crucially on (1) the skills and abilities of Personal Adviser and other front-line staff, and their knowledge of the resources available; and (2) the capacity of intermediary organisations to support them effectively. The first issue will be addressed by shared training and staff exchanges. The second needs a systematic approach to the Intermediary Service Structure. It has been suggested that there are too many small organisations with overlapping services and some gaps, which face issues of short term and uncertain funding, and a range of funding conditions. Most could do with some business capacity building. Opportunities for expanding organisational capacity and scope should be sought to complement measures to improve co-ordination (below).

5 Better organisation of joint working with clients and employers

The requirement for co-ordination includes:

- Achieving co-ordination between organisations working with the same client groups; possibly using the 'key intermediary' approach
- Ensuring routes for referral-on from crisis/street-level services
- Ensuring that capacity for appropriate inter-organisational referrals around shared/agreed Action Plans is in place. This will involve sharing information; and ICT. there is interest in looking at whether there is a need to define a Key Worker/case management approach for clients who are getting help from a number of agencies; and in using database

ICT to reduce the need for each organisation to repeat information-gathering and assessments

- Improving intermediary-academy relationships

6 Interface between statutory and community services

Particular attention needs to be given to interface between JCP and intermediaries/academies. The ideal is a thorough-going partnership but it is recognised that, partly for historical reasons, this is only in the process of being developed.

7 Distribution of funding and resources based on identified needs

Resources should be distributed to the activities and stages where there is the greatest resource-limitation. To make this judgement a review is needed (using service delivery model as a starting point).

8 Integration of information and intelligence gathering and use

The aspiration is to have an informed and intelligence-based strategy; which will generate the data necessary for appropriate funding strategies and the capacity for advocacy, whether on behalf of particular groups or sectors; or for a particular delivery approach. Provider organisations will have to be able to feed information into this and there has to be capacity to process and use the information generated. Integration of stakeholder evaluations into delivery management can yield intelligence as well as ensuring quality of service delivery.

NB. Note that this paper does not address the potential for work with the 'In work but vulnerable', still to be properly addressed in JU4J.

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