

The Calderdale Inclusive Labour Programme

Report of the Director, Regeneration and Strategy

1. Purpose of Report

The purpose of this report is to:

- 1.1 To update Cabinet on the Council's new pre-employment support initiative for those people often furthest away from the labour market, through becoming a delivery partner, with Wakefield Council, for the new Inclusive Labour Programme.
- 1.2 To seek approval to accept £1,299,413 of European funding (ESF) for this programme and agree to Wakefield Council acting as the Accountable Body.
- 1.3 To seek approval to allow delegated officers within the Council to undertake contract negotiations with Wakefield Council and enter into a contract to deliver the programme in Calderdale.

2. Need for a decision

- 2.1 Approval is required to proceed with the contract negotiation and also to sign the final contract as it is outside Officers' delegation.

3. Recommendation

It is recommended:

- 3.1 That Cabinet approve the proposal to allow the Council to become the Calderdale delivery partner within the cross district programme covering Wakefield and Calderdale for the ESF Inclusive Labour Programme.
- 3.2 That Cabinet authorises the Director of Regeneration and Strategy in consultation with the Head of Legal and Democratic Services and the Director of Public Health, to negotiate, finalise and sign, all appropriate legal documentation to secure the funds.
- 3.3 That Cabinet note that the overall contract value of £2,598,826 would be funded in part by a contribution of £1,299,413 from the European Social Fund, with the balance of £1,299,413 funded by Calderdale Council through existing staffing revenue.

4. Background and/or details

- 4.1 An application has been submitted for a three and a half year programme to Department of Work and Pensions (DWP) for European Social Funds (ESF) to deliver activity across Wakefield and Calderdale to help people who are long term unemployed or inactive. The funding is under Priority Axis 1: Inclusive Labour Markets, Investment Priority 1.1: Access to Employment for Jobseekers and Inactive People
- 4.2 The total value of the cross district programme covering Wakefield and Calderdale is £6m; £3m ESF and £3m of match funding from the two councils and their partners, and will focus on pre- employment support. Calderdale will receive 43% of the allocation.
- 4.3 The project will help unemployed and inactive people move into employment, education or training. A list of anticipated project interventions is included at 4.7 below, and these will includes ones around health, confidence, housing, debt and family issues. The project will focus on the following target groups:
- Long term unemployed people (i.e. over 2 years)
 - over 50s
 - lone parents
 - people with a disability or health problems
 - ethnic minorities/BAME
 - people who lack basic skills
 - women at a disadvantage in the labour market
- 4.4 The project will use a range of mechanisms to identify and engage with unemployed and inactive people covered by the project in Calderdale, including focus on specific groups, to 'bring them in' to the project and connect them into the Neighbourhood Hub Teams. This will include a strong focus on using existing organisations, structures, teams and initiatives that are already close to, or working with, the target group, for example Jobcentre Plus, the VCS sector and community leaders/influencers, Council services (e.g. libraries, social care, adult education), health partners (e.g. GPs), social housing providers, and existing CLLD Big Lottery programmes. In addition, communication/marketing and outreach activity, plus routes for self-referral will help to reach out to others who could benefit from the project.
- 4.5 The delivery will be undertaken from Central Hubs which are geographical bringing together a core team who will have broad roles to include:
- Managing, running and co-ordinating the programme overall
 - Assessing the support needs of individuals brought into the programme by the outreach work and referring them to tailored support that will meet their needs and help them into or towards employment
 - Being the base for core aspects of provision, in particular holistic mentoring and coaching support provided by a team of case/key workers (or 'learning mentors')
 - Overseeing community communication, marketing and engagement

- Building on strong partner relationships and connections within localities and strengthening referral networks into wider mainstream support.
- 4.6 The model of delivery is to bring activity into the Hubs and look at services working together as single teams offering support which meets the needs of each geographical locality.
- 4.7 The range of provision which can be funded through the programme will include the following:
- Holistic support to individuals – mentoring, coaching, counselling, soft skills and confidence building
 - Work Wellness Advisers will be based in 2 key GP practices to offer a social prescribing service in the 2 most deprived wards
 - IAG/careers advice (focused on adults and those who are long term unemployed/inactive)
 - Basic skills support
 - Wider employability, core (e.g. ESOL) and job specific skills
 - Health interventions (including tackling barriers to work such as mental health, diabetes, musculo-skeletal conditions, coping with pain and stress)
 - Housing support
 - Financial education/money management support/debt support
 - Work experience, tasters and volunteering opportunities, including sector based and in Intermediate Labour Market organisations
 - Paid work experience places - available in Calderdale
 - Application and interview coaching
 - Support with financial and logistic barriers to work – e.g. childcare costs and travel
 - Target group specific interventions
- 4.8 The Family Intervention Team deliver the Council's Troubled Families programme which includes parents into work; this being part of the project will bring greater synergy across services.
- 4.9 Close links will be made with Customer First to help integrate the range of additional support this project can bring, and also to strengthen the design of future services with partners already integrated into the Customer First support framework.
- 4.10 The emerging Local Plan allocates 97 hectares of land for new employment development, representing an ambitious aspiration for economic growth. In order to achieve this aspiration in a sustainable manner it will be helpful to increase the employment rate amongst the borough's existing working age population. For the reasons described elsewhere in this report, the Inclusive Labour Programme will support this objective, and therefore support the delivery of the Local Plan.
- 4.11 This programme will also support the delivery of the Council's Inclusive Economy Strategy, getting more local people into good work, and its Vision 2024 objectives to help everyone use their talents and support enterprise.

5. Options considered

- 5.1 Option 1 – Approval to progress denied, the activity will not go ahead and the pre-employment support, and opportunity to redesign existing Council services in localities would not have the benefit of additional funding, and service reform would not be progressed as effectively and under the timeframes to help towards future Council savings.
- 5.2 Option 2 – The preferred option is for Cabinet to approve delegated authority to negotiate and sign a contract and accept the funding. This would enable a full range of services to work together in different ways, and to help design more activity with the needs of a locality in line with the Inclusive Economy Strategy ambitions.

6. Financial implications

- 6.1 Subject to the completion of the contract agreement between Wakefield Council, funding would be provided by the European Social Fund (ESF), to deliver a programme over 3.5 years commencing in July 2019, until December 2022.
- 6.2 The total contract value for the Calderdale district of £2,598,826 would be funded £1,299,413 or 50% by the European Social Fund, with the remaining £1,299,413 match funding provided by the Council, through existing staff revenue costs from services within Children's and Young People, Adults, Public Services, Public health and Regeneration and Strategy Directorates.
- 6.3 The ESF funding covers 50% of the cost of the salaries for the staff, and the overheads which include national insurance and pension contributions. The staff who will deliver this programme are based in various directorates across the Council as per 6.2 above. The budgets for the salary match funding will be ring fenced for the duration of the programme period – 1 July 2019 – 31 December 2022.
- 6.4 The Authority will be required to sign the agreement to accept the ESF grant, with the clawback elements contained within the agreement being standard ESF terms. The risk to the Authority is that defrayed money may not be fully paid if deemed ineligible, or through under performance. The Authority has signed other similar ESF contracts and the risk is low, but requires thorough programme monitoring to manage.
- 6.5 The table below shows the Calderdale breakdown:

European Social Fund	£1,299,413
Calderdale MBC match funding	£1,299,413
Total funding	£2,598,826

7. Legal Implications

- 7.1 Existing delegations are to be used, once Cabinet has approved to go ahead.
- 7.2 HR would be consulted as some of the posts would need to be recruited to. All applications for the new posts will be made using the Council's usual processes.
- 7.3 Contracts would be issued in sufficient time to allow Legal Services to fully appraise, although the majority of the terms are non-negotiable as taken from the lead applicants' agreement, passed down via the Managing Authority, which is WYCA.
- 7.4 Wakefield Council, as the lead accountable body for the programme, will create a Partnership Agreement to ensure the delivery risks and match funding requirements are clear and jointly shared.

8. Human Resources and Organisation Development Implications

- 8.1 The match funding for this programme will come from existing staff across a range of Council services, which will include Commissioning, Adult social care, family intervention team, neighbourhood teams and the business and skills service.
- 8.2 New staff may be appointed using the European funding via secondments from partner organisations within the public, private and voluntary sectors to help strengthen the work around the inclusive economy agenda.
- 8.3 The lead accountable body for the programme will be Wakefield Council, a management charge will be requested by Wakefield to help fund the overall programme manager and support staff.

9. Consultation

- 9.1 Existing services within the Council will have the opportunity to link into new delivery models and become directly involved with the application, and the purpose of the activity is to bring all the services together to maximise resources and offer quality services.
- 9.2 To ensure no duplication of provision is seen, links with the Calderdale employment, training and health provider networks will allow referral arrangements to be agreed and implemented across the borough.
- 9.3 The pre-employment activity will add additional resource within the employability strand of the Inclusive Growth project which is funded by the WYCA Business Rate Pool.
- 9.4 The new activity would complement the Works Better Programme, Calderdale Employment Hub, and offer support which helps individuals aged over 25 giving a seamless range of provision for all people wanting help to find work.

10. Environment, Health and Economic Implications

- 10.1 This activity would help support local people with pre-employment support with links to employment and skills development. The support is to help people who have a range of barriers to accessing work, which will include a high proportion who have a disability and/or a health restriction. With the support the funding can equip the people who are struggling to understand what work they can do, strengthen their capabilities, and move into employment giving them a better quality of life.
- 10.2 Specific focus of the support is to engage with people over the age of 50, people with mental health problems, those who lack basic skills, women who are disadvantaged in the labour market, people who are inactive and people from within the BAME community.
- 10.3 Links will be made to a range of support services which help people who have a mental health problem or issues where health is affecting their approach to work. These will include Healthy Minds, Staying Well, Active Calderdale, and the wider VCS community who offer specialist support.
- 10.4 Economic growth across the economy is expected from a range of sectors, including creative and digital, health and care, professional services and manufacturing. The funding would bring practical skills to help unemployed people get a step into these growth areas and help them develop skills to meet growing skill shortages.
- 10.5 The service will develop close links with local employers to raise awareness of employing people who have mental health problems and been unemployed for a long time. The work will allow testing of new models of delivery to see the wider benefits of the inclusive growth agenda, supporting the Council ambitions of growing the economy, reducing inequalities and building a sustainable future.

11. Equality and Diversity

- 11.1 The Equality and Cohesion team would be consulted on the implementation of each contract and an equality impact assessment would be undertaken as required.

12. Summary and Recommendations

- 12.1 The targets for the Inclusive Labour programme are to support 2,092 people with pre-employment support, leading to 322 people into work or self-employment, of which at least 213 will still be in work after 26 weeks.
- 12.2 The activity above will help connect a whole range of existing support delivered across Council services from the family intervention team, adult services, neighbourhood teams and the public health services. The support will be extended into the current organisations within the voluntary and community sectors to help develop more preventative and connectivity support in the most deprived wards.

For further information on this report, contact:

Fiona Thurlbeck	Service Lead – Business and Skills
Telephone:	01422 392328
E-mail:	fiona.thurlbeck@calderdale.gov.uk

The documents used in the preparation of this report are:

- 1.
- 2.
- 3.

The documents are available for inspection at: