



**THE NORTH WEST JOINT REGIONAL RESPONSE TO THE LABOUR MARKET  
DOWNTURN**

**January 2009**

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## FOREWORD

Responding to the economic downturn is a key priority for all partners in England's Northwest. If we take the right action now, the negative impacts of the recession can be ameliorated and we can position our people and our businesses to succeed as the economy recovers. To do this, businesses and individuals need to receive support customised to their circumstances. For business this will be business support, including skills support, for survival and growth. For individuals this will be support to acquire the skills to secure and maintain employment.

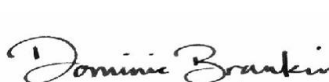
The NWDA has been charged with a leadership role across the totality of this agenda, and is marshalling a range of business support, skills and employment interventions to ensure that businesses and individuals can access the most appropriate provision. Building upon existing partnerships and extensive existing investment, a Framework for partner engagement to respond to both businesses and their employees facing difficulties, has been agreed. This plan, developed by the Regional Skills and Employment Board, is a contribution to the development of this wider agenda and the Framework. It has a particular focus on the offer for:-

- Individuals threatened with redundancy;
- Individuals made newly redundant;
- Individuals already unemployed; and
- Individuals entering the labour market for the first time.

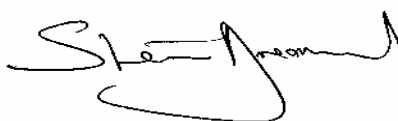
This plan sets out our ambition for the service offer in the North West. Jobcentre Plus, LSC and the NWDA will align their investment to deliver this offer. Where there are gaps (spatial, product or volume) in the current service offer, we will seek to address these through the use of ESF and other means. The LSC's proposals for a supplementary ESF co-financing plan to utilise the revaluation funds are set out as an Annex to this plan.

Sub-regional and local partners have requested that the regional partners set out in a clear way what support individuals affected by the downturn can expect from them. This will allow local partners to prioritise the investment of discretionary resources at their disposal (e.g. Working Neighbourhoods Fund) to ensure that local needs are most effectively met.

We believe that the economic situation will worsen before recovery. More North West people will be threatened with redundancy and more will be made redundant. This is a grave challenge for the region. Our belief is that collective partnership action will equip us to meet that challenge.



Dominic Brankin



Steven Broomhead



John Korzeniewski

## **1. NATIONAL PERSPECTIVE**

- 1.1 The Government has set out its high level response to redundancies and the economic downturn, recently announcing that additional ESF would be made available, due to the revaluation of the Euro, to help ensure that those individuals affected by the economic situation receive the support they need to help them return to work as soon as possible. This support will be aimed at those facing redundancy and those who have already been made redundant, as well as the long-term unemployed, ensuring that people have access to the support they need to develop the skills and help them find new employment in local labour markets.

## **2. REGIONAL ECONOMY**

- 2.1 The North West region is a £111 billion economy with 7 million people and 230,000 firms. It comprises five sub-regions: Cumbria, Lancashire, Greater Merseyside, Greater Manchester and Cheshire and Warrington. The sub-regions are diverse ranging from the largely rural Cumbria to the major conurbations in Manchester and Liverpool.
- 2.2 There are internationally competitive sectors in biomedical, advanced engineering and materials (including aerospace, chemicals and automotive), energy and environmental technologies (including nuclear), food, creative and digital industries, business and professional services.
- 2.3 The structure of the North West economy, however, continues to have a significant productivity gap with the England average, ranking seventh out of the nine English regions in terms of GVA per capita. There is considerable variation between the sub-regions, with Cheshire above the England average, and Cumbria and Greater Merseyside significantly below it.
- 2.4 Following a period of relatively strong growth and a continued shift in sectoral mix towards services, the North West now faces the real prospect of a period of economic contraction and falling employment in the short term.
- 2.5 During the last economic recession, 20% of businesses failed, almost three times the normal rate of attrition, in today's terms equating to around 35,000 closures across the Northwest, compared with a normal figure of around 8,000. This provides a benchmark for the scale of the situation and therefore, the need for co-ordinated, targeted and responsive action.
- 2.6 The effects of the downturn are being felt in key sectors such as manufacturing, financial services, construction & real estate, professional services, retail, hospitality & leisure and whilst these impact across the wider Northwest, we will see strong spatial impact in Manchester/Liverpool with financial, professional services and construction and Chester within the financial services sector.

## **Redundancies**

- 2.7 Redundancies which involve more than 50 people have increased from 1,000 people per month in the early part of the year to 2,000 people per month in the June to September. The October figure rose to 3,676. From October onwards we are getting data on redundancies of 20 people or more which totalled 4,251 in October and 4,065 in November.

## **Unemployment Count**

- 2.8 At the time of writing there has been an increase of 35% in new claimants on to the job register but because of the off-flow the overall increase on the job register is at 20%. This is below the national average however there are wide sub-regional and local variations.

## **Vacancies**

- 2.9 Vacancies notified have reduced from 61,000 in October 2007 to 48,000 in October 2008 (source: nomis web). Despite this reduction, large volumes of vacancies exist. Jobcentre Plus have identified that call centres, utilities, security, health and social care, retail and the public sector are areas where significant volumes of vacancies are available.

## **3. THE PRINCIPLES OF THE REGIONAL RESPONSE**

- 3.1 The NW Regional Skills and Employment Board (RSEB) and its sub groups provide the infrastructure within which partners including the LSC, Jobcentre Plus, NWDA, GONW and Sub-regional Partners can develop and deliver this plan for the Region.
- 3.2 Regional partners are committed to responding to the challenges presented by the current economic circumstances urgently, flexibly and in a holistic and co-ordinated way. This will ensure support to employers and individuals directly affected and provide business stabilisation for those at risk to avoid the impact and position themselves to take advantage of future economic recovery. The response will accommodate local circumstances and will be contextualised to companies' circumstances in terms of place, sector, timing, individuals' skill levels and needs.
- 3.3 Processes for the RDA, JCP and LSC to respond jointly to redundancies have been in place in the NW for some time. These processes have recently been redesigned to cope with the scale of the current challenge and draw on all partners' resources including intelligence gathering, advice and guidance, training and the JCP Rapid Response Service (Annex A). At the same time partners wish to take every advantage to alleviate the downturn in the region by providing inviting and clear inward investment offers.
- 3.4 Assessment of fitness for purpose of the current offer to employers and individuals and subsequent manipulation, better co-ordination and the

supplementing of the offer will be undertaken by partner agencies and collectively under the auspices of other subgroups of the RSEB. These management arrangements are described more fully in Section 11.

#### **4. INTELLIGENCE GATHERING**

4.1 The region has a number of organisations which capture data and generate intelligence on current economic conditions, including NWDA, BLNW, GONW, JCP, LSC, Sub-regional partners, Local Authorities, Chambers of Commerce, Regional Cluster Organisations, Trade Associations and Trade Unions.

4.2 For example:

- a. The NWDA has direct relations with business and together with RCOs, works with strategically important businesses and their supply chains.
- b. JCP receives redundancy data from BERR in the form of HR1 forms, through engagement with local businesses by phone, internet or in person and from Local Authorities. (N.B. For those companies intending to make less than 20 employees redundant there is no legal requirement to make notification. Therefore there is a risk of not identifying small scale redundancies and of not having visibility of job losses within small and micro businesses).
- c. JCP on-flow and off-flow data measuring the number of claimants joining and leaving the unemployment register provides a volumetric view of Labour Market activity.
- d. BLNW maintains company details of over 100,000 businesses on their company database system. BLNW also holds additional data, refreshed monthly, on a total of 500,000 North West enterprises (including the 100,000) collated from many indicators. These indicators are determined from a wide range of sources including credit data agencies and non-commercial/statistical bodies that generate business indicators to track and monitor businesses in difficulty, e.g. Experian's Commercial Delphi.

This provides early indicators of financial stress to help identify those businesses that might be at risk, providing a proxy for the extent of that distress. For small and newly formed companies, where financial data may not be available, it is often the best indicator of the business's likely commercial integrity. These data will be used to direct immediate engagement with those businesses by BLNW, and delivery of the standard BLNW service.

- e. The LSC in the North West contracts with over 200 Train to Gain training providers who, between them, engaged with over 12,000 employers in the region last academic year. The continuing engagement that these providers have with employers means that, potentially, they can provide

very rich intelligence on the health of both individual employers and the sectors within which they operate.

- f. Connexions collect data and can predict and evidence impact on young people.
- g. Local Authorities are able to provide intelligence on their local employers through a range of business facing teams, ranging from their Economic Development teams through to Environmental and Planning teams. In many cases strong relationships have been developed between the local business base and the LA, and it is through these links that LA's will be able to provide a wealth of soft and hard intelligence about those organisations that might be at economically at risk.
- h. Sub Regional Partners also have strong links with businesses in their sub region, offering business support and membership schemes. Through these linkages they will be able to provide a wealth of soft and hard intelligence about those organisations that might be facing additional challenges.
- i. It is worth noting the contribution that the TUC can make, and is often at the forefront of supporting both business and its members when difficulties are faced in the workplace. Their early interventions coupled with early brokerage to relevant organisations will be vital. Trade Unions offer a range of services to members, primarily but not exclusively related to employees' rights and benefits and are involved in all major consultations regarding redundancies.
- j. Other specific requirements, some statutory, are placed on public sector Agencies such as HMRC to gather intelligence. These bodies may already share data with NWDA and other public sector partners that will also provide important intelligence.
- k. ACAS largely funded by BERR, is a non-departmental public body, governed by an independent Council. It is independent and impartial and leads on employment legislation including that relating to redundancies.
- l. The Bank of England interacts directly with about 400 significant companies across the Northwest and has made direct contact with over 1000 businesses in the last 12 months. Information gathered is not currently shared or made available, but a suitably confidential mechanism could be explored.
- m. Commercial data sources including banks provide general trend information and financial data agencies provide specific detailed data which may be purchased.
- n. Business Trade Associations have a good understanding of their sectors and current economic conditions based on evidence from their

members, and can provide a snapshot of their sub-set of the full business base.

- o. Many businesses employ temporary or contract labour to manage fluctuations in demand and these jobs are the first to be dismissed. The people involved will be employed as either company temps or Agency temps and job losses in these groups can be significant, swift (within a week) and will not be captured by formal processes such as the HR1. They do however give an early indication that a business may be in distress.

## **Next Steps**

- **Intelligence for Business Support**

4.3 In the short-term, the NWDA will identify those data sets which can be collated and disseminated quickly i.e. the structured data which includes:

- HR1 Notification of redundancy forms
- Distress indices for specific companies
- Industry sectoral view by RES priority sector

4.4 For the medium term, the NWDA will endeavour to provide both composite reporting and company specific reporting where requested and where permissions have been granted.

4.5 BLNW has the most comprehensive, region-wide and appropriate data warehouse for data capture, storage, access and dissemination of both structured and unstructured data and therefore would be an ideal repository for all sources of intelligence. In addition to being the main regional provider of company distress indices for 500,000 enterprises, BLNW is currently in discussions with BERR to receive HR1 forms directly.

4.6 For unstructured data, the NWDA look to partners to offer their data to a 'data warehouse' for access by themselves and dissemination to other partners, where permissions have been granted. We propose that partners during the course of their own engagement pro-actively seek the opportunity for disclosure of that data to the data warehouse and the further engagement with BLNW to access the wider business support offering. BLNW will also proactively seek the permission to release specific company details to each relevant Local Authority, specifically to the Heads of Economic Development (initially, stress index data).

4.7 BLNW will provide dedicated resource to assist with data capture (especially ad hoc information that requires further prompting for more details). This resource will ensure that the data itself has been classified in one of two ways:

- to note and report to inform policy making

- to record company specific action

and where necessary, prompt partners for further updates.

4.8 BLNW will provide intelligence reports at a regional, sub-regional and local level on structured data wherever possible. Access to wider partner data and its dissemination remains an issue for further consideration.

- **Labour Market Intelligence to inform Provision**

4.9 Additionally partners will generate and disseminate broad labour market intelligence to inform both the focus of JCP PA's and nexstep Advisors and the sectoral focus of provision. This activity might include the publication of regular reports and data to regional and sub-regional partners. These reports/ outputs might be periodic (e.g. monthly) and the purpose, content and scope would need to be agreed between BLNW and the relevant partner (s). For example, the LSC would want to agree what data/ reports could be provided which, when combined with other labour market data, could inform LSC labour market briefings for its provider base.

4.10 Joint action to respond to both LMI provided and specific redundancy situations needs to be channelled and monitored systematically based upon the Redundancy toolkit developed and included in Annex A.

## **5. THE PROCESS**

5.1 The commissioning and procurement processes of the key partners are underpinned by joint planning arrangements and investment frameworks.

5.2 City Employment Strategy pathfinders have resulted in an increasingly integrated model of planning and commissioning in Greater Manchester, Merseyside and East Lancashire. Tackling worklessness is at the heart of the development of Multi Area Agreements in four areas of the North West. The IES trial Greater Manchester embraces the use of joint investment frameworks and joint commissioning activity.

5.3 The mapping of interventions against customer journeys for both individuals and employers has resulted in a more strategic approach to commissioning avoiding unnecessary overlap and duplication. This approach has been applied specifically to ESF, ERDF and NWDA 'single pot' funding with discrete planning arrangements operating in each of the five sub-regions.

5.4 The LSC and JCP have already deployed in excess of £111million in the North West to address issues of worklessness focusing on the longer term workless. New funding will be specifically targeted at those affected by the recession.

## **Jobcentre Plus ESF Commissioning**

- 5.5 In the NW, six Prime contracts were tendered in 2007 for the Region - one in each District, two in Merseyside - and launched throughout summer 2008.
- 5.6 The fundamental principle of this JCP NW ESF programme was the 'customer journey', engaging with the most disadvantaged groups and moving them into sustainable employment. The model recognised the importance of engagement and targeting those customers that are not currently mandated to participate through mainstream provision.
- 5.7 The intention is to focus new funds on people on JSA who are facing greater disadvantage in the labour market. The focus would be on people who have been unemployed for 6 months or more, but with the option of "day one" eligibility at adviser discretion for the most disadvantaged jobseekers – including people who are ex-offenders, ex-services, lone parents, disabled people claiming JSA, and care leavers.
- 5.8 Initially DWP will vary to expand existing ESF contracts where this is feasible, so that provision will be in place from early 2009 - although access is available now where contracts have unfilled capacity. DWP will procure additional provision where existing contracts cannot provide the services needed. New or expanded provision will build on support available through existing contracts, covering areas like motivation, self confidence and life skills.
- 5.9 The exercise to identify contracts suitable for variation started on 1 December with a briefing meeting for providers. They have received a formal offer to vary, tailored to individual contract circumstances, and have been asked to respond by 5 January, after which their proposals will be assessed and negotiations held to determine where a variation can be agreed. The aim is that variations will be in operation from February 2009. A revised Co-Finance Plan will be submitted in January.

## **LSC ESF Commissioning Activity**

- 5.10 In the North West the LSC has significant provision in place to address worklessness. The focus is enhancing vocational skills with provision focused on equipping individuals to secure and sustain employment. The provision is linked to LEP (Local Employment Partnerships) referrals and also links pre-employment training with Train to Gain. A total of £41m ESF has been contracted with 28 providers.
- 5.11 To address the downturn a revised ESF Co-Financing Plan has been developed. This new resource will be used to provide individuals affected by the downturn with careers guidance services and to equip them with new vocational skills to access alternative employment. The provision will be procured in January and in place by April. The importance of provider links

with employers has underpinned the decision to secure vocational provision from the existing Train to Gain provider base who last year worked with over 10,000 businesses – an important source of employment opportunities.

## **Local Action**

- 5.12 In the North West all Local Area Agreements (LAAs) have targets in respect of reducing benefit claimant rates reflecting the relatively low rates of economic activity (Annex B). This applies equally to skills where partners have recognised that low skills levels are linked to economic inactivity and poor productivity. Local and Multi Area Agreements are a key mechanism for bringing public and private organisations together to address economic development, worklessness and skills issues. They will be an important mechanism at the local level to address the impact of the downturn.
- 5.13 As part of the LAA 'refresh' process the LSC, JCP and NWDA will work closely with Government Office North West and individual local authorities to ensure that plans and targets are revised and that local responses are in place to mitigate the impact of the downturn. Important elements of this work will include ensuring that:
- Employers and in particular public sector employers place vacancies with Jobcentre Plus;
  - Support for business making redundancies is effectively co-ordinated;
  - Businesses are encouraged and supported to sustain investment in skills;
  - The promotion of advice and guidance services to individuals is coherent and easily accessed.

## 6. SWOT ANALYSIS

6.1 We have undertaken a SWOT analysis of the current **economic and social climate** and the current **systems and provision** that partners operate. This analysis underpins our response.

Strengths	Weaknesses
<p><b>Economic/ Social</b></p> <ul style="list-style-type: none"> <li>• Size and diversity of region.</li> <li>• Certain sectors with less vulnerability to downturn e.g. nuclear, utilities, defence industries.</li> <li>• High proportion of employment in public sector.</li> <li>• Strength of Higher Education. World class centres of excellence in 14 HE institutions.</li> </ul> <p><b>Systems and Provision</b></p> <ul style="list-style-type: none"> <li>• Strong experience of partnership - bilateral and collective.</li> <li>• Partnership infrastructure and protocols in place e.g. RSEB, BSSB, MAAs and IES trials.</li> <li>• Joint investment process in place to establish duplications, gaps and system fixes required and then to develop offer regionally and locally. This approach will be extended to each Local Authority area in each sub region.</li> <li>• Considerable resources available - £3 million Apprenticeship fund, Train to Gain Flexibility, Current ESF, recycled ESF and Revaluation pot, ERDF, WNF</li> <li>• Strong performance and embedded Train to Gain programme.</li> <li>• Programmes in already in place through ESF, Skills for Jobs including pathways from workless through to employment with sufficient volumes and coverage for the long-term unemployed.</li> <li>• Enhanced JCP Rapid Response Service.</li> <li>• £140m Venture Capital Loan Fund.</li> <li>• £40m package of support to stimulate investment in priority skills development.</li> <li>• £10m High-Growth business support.</li> <li>• £4m Innovation Voucher Scheme.</li> <li>• Dedicated Access to Finance support within Business Link NW.</li> </ul>	<p><b>Economic/ Social</b></p> <ul style="list-style-type: none"> <li>• High IB claimant numbers compared to England average.</li> <li>• High concentrations of worklessness prior to downturn.</li> <li>• Redundancies and a freeze in recruitment across various sectors but especially in manufacturing, construction, real estate, financial services, hospitality, leisure and retail.</li> <li>• Dependence in certain spatial areas of vulnerable sectors e.g. Manchester/Liverpool with financial, professional services and construction and Chester within the financial services sector.</li> </ul> <p><b>Systems and Provision</b></p> <ul style="list-style-type: none"> <li>• Information exchange between agencies needs to be stronger.</li> <li>• Business cycles of agencies not always aligned.</li> <li>• Lack of flexible funding.</li> <li>• Government targets may not be flexible or sophisticated enough to meet changed circumstances.</li> <li>• Some budgets (e.g. ERDF) not focussed on business survival.</li> <li>• There may be insufficient capacity within the Next Step service.</li> <li>• There is currently an insufficient quantum of non-accredited provision and provision that can be customised to existing vacancies.</li> <li>• There may be insufficient capacity in existing JCP contracts to extend the current service to the volume of those who are likely to be under threat.</li> <li>• There is insufficient business start up/self-employment provision.</li> <li>• Recent Train to Gain flexibilities only apply to SMEs.</li> <li>• There is likely to be insufficient support for higher-level skills.</li> <li>• Additional advice and guidance, particularly for vulnerable young people will be required to help them to stay in learning or upskill to a secure level of qualification.</li> </ul>
<p><b>Opportunities</b></p> <p><b>Economic/ Social</b></p> <ul style="list-style-type: none"> <li>• Boost to education and learning encouraging people to re skill and up skill placing North West in better position to meet the upturn.</li> <li>• Above average levels of business R&amp;D per head of population.</li> <li>• Increased investment in internationally competitive sectors in bio medical, advanced engineering and materials, energy and environmental technologies (including nuclear) food creative and digital industries.</li> <li>• Jobcentre Plus have identified: call centres, utilities, security, health and social care, retail and the public sector are areas where significant volumes of vacancies are available.</li> <li>• Key current strategic developments e.g. Mediacity, Manchester and Liverpool John Lennon airport, Mersey Waterfront, Nuclear Skills Academy.</li> <li>• Public Sector funded procurement and private construction stimulation- maximum access to projects as LEPs eg. Building Schools for the Future, NHS builds/ refurbishment and private sector builds such as Wirral Waters to transfer in unemployed or at risk.</li> <li>• Exploiting weakness of pound particularly with large tourism industry.</li> </ul> <p><b>Systems and Provision</b></p> <ul style="list-style-type: none"> <li>• Improved data sharing through Data Warehouse.</li> <li>• Build on existing pilots e.g. Learner Agreement Pilots, ESF projects.</li> <li>• Increase in volunteering options e.g. Olympics.</li> <li>• Stimulate construction by investing in target areas to improve quality of housing stock.</li> <li>• Increased integration of Government agency working, simplifying systems and reducing duplication.</li> <li>• New National Apprenticeship Service maximising Apprenticeship opportunities.</li> <li>• Strategic and flexible use of discretionary funds to cover the gaps identified.</li> </ul>	<p><b>Threats</b></p> <p><b>Economic/ Social</b></p> <ul style="list-style-type: none"> <li>• Up to 35,000 business failures and up to 140,000 individual redundancies.</li> <li>• Long term unemployed and those claiming benefits further removed from market.</li> <li>• A reduction in entry level and low-skill employment opportunities, making it harder to tackle long term worklessness and meeting the needs and aspirations of young peoples.</li> <li>• Potential short term contractions in companies' training budgets, affecting workforce development activity and other discretionary employment practices.</li> </ul> <p><b>Systems and Provision</b></p> <ul style="list-style-type: none"> <li>• Duplication of activity.</li> <li>• Lack of flexibility in procurement and contracting processes.</li> <li>• Unresponsive provision.</li> <li>• Short timescales for procurement.</li> <li>• Capacity of providers.</li> <li>• Quality not maintained.</li> <li>• Short term imperatives prioritised over medium and long term skills and employment needs.</li> <li>• Over prescriptive use of mainstream and discretionary funds restricting flexibility to meet spatial and sectoral needs.</li> </ul>

## 7. THE OFFER

- 7.1 In this section the offer to employers and four priority groups of individuals are outlined. Each sub-section includes a summary analysis of:-
- the particular challenges faced by each group ;
  - a statement of the co-ordinated offer that the partners will aim to provide; and;
  - how the gaps will be addressed - to inform the Supplementary LSC ESF Co-financing plan.

### A. Employers

- 7.2 As discussed in Section 2 above, during the last economic recession, 20% of businesses failed. In today's terms equating to around 35,000 closures across the Northwest, compared with a normal figure of around 8,000. This provides a benchmark for the potential scale of the situation.
- 7.3 The effects of the downturn are being felt in key sectors such as manufacturing, financial services, construction & real estate, professional services, retail, hospitality & leisure and whilst these impact across the wider Northwest, we expect to see strong spatial impact in Manchester/Liverpool with financial, professional services and construction and Chester within the financial services sector.
- 7.4 From June 08 to November 08\*, HR1 returns indicate that the main sectors to suffer are:
- Manufacturing – 4,924 job losses
  - Leisure/Travel – 2,284 job losses
  - Construction – 2,359 job losses
  - Public Sector – 1,787 job losses
- \* For June to September 08 minimum 50 redundancies; October- November 08 minimum 20 redundancies.
- 7.5 Vacancies notified have reduced from 61,000 in October 2007 to 48,000 in October 2008. Despite this reduction, large volumes of vacancies exist. Jobcentre Plus have identified that call centres, utilities, security, health and social care, retail and the public sector are areas where significant volumes of vacancies are available.
- 7.6 For businesses employing less than 20 people there is no statutory requirement to notify through the HR1 process and in some cases HR1s are submitted too late for effective support and intervention by agencies.

### **The Joint Offer Ambition to Employers**

- **Business Stabilisation**  
We will deploy a range of business support interventions for employers whose businesses are at risk of being destabilised by the current economic climate. This support will assist them to secure balance and position them to capitalise on economic recovery. The NWDA and Business Link lead on this

activity. The process is detailed in the Framework for Partnership Engagement (Annex C).

- **Local Employment Partnerships (LEPs)**

These are a deal between Government and employers to tackle the increasing recruitment and skills challenges of our labour market and economy. The ambition is to have as many vacancies as possible carried through JCP.

Local Employment Partnerships will be promoted through:

- Employer networks and coalitions e.g. Manchester Employer Coalition, Merseyside Employer Coalition;
- The NW Employers Organisation of Public Sector employers;
- The Alliance of Sector Skills Councils in the North West;
- Employers contracted to deliver public sector infrastructure projects;
- Business Link – LEPs will feature as a product in the BL broker portfolio offering a recruitment solution to growing employers;
- The LSC provider base (relationships with 12,000 employers). Providers can stimulate demand with employers to enter into LEP agreements.

The LEP offer includes:

- LSC bespoke provision to prepare potential employees pre-employment and continue training through to Train to Gain once employment is secured.
- Public Sector Skills Hubs in areas of identified skill shortages to provide a job brokerage service to match skilled redundant employees into new jobs. This approach would focus on a Public Sector recruitment hub with local authorities, the NHS and other major public service employers to maximise take-up of new vacancies in the public sector by redundant people.
- Work Trials: a risk-free way for employers to try out a potential employee for up to 30 days at no cost to the business.

- **Additional support for employers and existing employees**

Employers will be supported to employ individuals with more challenging circumstances.

- Access to Work – support for employers and individuals with disabilities to help them return to or stay in work;
- Employer Support Officers - to prepare and place ex-offenders in work upon release;
- Development of counselling, mentoring skills for existing employees to support newly employed individuals who in turn can support future recruits;
- Advice and guidance for employers on legal issues e.g. disclosure of offences and other support available.

## **Gap Analysis and Response**

- 7.7 In a mass redundancy situation and in most significant redundancy situations, an employer will be able to rely on support from a dedicated Account Manager. This relationship will be held by whoever is most appropriate (JCP, NWDA, Business Link, Local Authority). The Account Manager will marshal support from across the partners to deploy a customised package of support bespoke to the needs of that employer and the affected employees. However, there is insufficient capacity within the system to ensure that such support is deployed in all redundancy situations. Partners are currently in discussions to address this gap. One proposal is that, in addition to existing capacity, investment is made in at least one Redundancy Skills Broker in each sub-region to engage with companies with redundancies to provide strategic co-ordination of support. A dedicated Redundancy Broker will ensure the common regional offer is communicated consistently.

### **B. Individuals At Risk of Redundancy**

- 7.8 Section 2 references a sectoral and spatial analysis of where redundancies are occurring and likely to occur. In the future the Data Warehouse will provide timely intelligence on changing circumstances to effect partner response.
- 7.9 Individuals at risk include the low skilled in work that are vulnerable in an economic downturn and the shift in demand to higher level skills as well as skilled and experienced middle managers who may need to re-skill to remain in or regain employment. Good quality information, advice and guidance will be critical to enable individuals to make the right choices in pressurised circumstances. The current offer needs to be enhanced, extended and expanded to support these needs as demonstrated in the SWOT analysis above and must be flexible enough to accommodate individual circumstances.

### **The Joint Offer ambition in Significant Redundancy Situations**

- 7.10 Once a significant redundancy has been notified, JCP will convene a multi-agency Rapid Response team which typically will include representation from the relevant local authority(s), NWDA, LSC and other key partners. One of the partners will operate as the Account Manager working with the wider team to mobilise and coordinate support from across the partnership. The Account Manager will provide a managed process for engaging with the employer. Support will be customised to the needs of the individuals under threat and to the company in question. A toolkit has been developed to enable this response.

## 7.11 Support can include:-

- **JCP Rapid Response fund and services**  
Including providing information about alternative jobs within the labour market, matching to known vacancies, help to draw up CVs and enhance jobsearch skills and providing general information about benefits and taking claims. The Rapid Response Fund will be used to fill any gaps that arise due to specific circumstances.
- **Careers Advice**  
The nextstep service can offer careers information, advice, and guidance. Where required individuals can be supported by a **Skills Health Check**. Drawing on robust information about the local labour market and related learning opportunities, support can be delivered one to one or to groups according to the particular circumstances.
- **Vocational Training**  
Individuals will be able to access training which can be customised to their individual circumstances and the local labour market conditions. Training could include:-
  - Job-change training including non-accredited, full and part qualifications. This type of provision may be appropriate for individuals seeking employment in a new sector.
  - Accreditation and certification of skills already developed in the work place including updating of existing qualifications and full and part qualifications as well as support to secure/ sustain professional registrations. This type of provision may be appropriate for individuals who wish to continue employment in the same sector.
  - Customised provision linked to other vacancies. Where alternative job opportunities in another employer have been identified, the LSC will fund customised provision to help individuals under threat of redundancy acquire the skills the employer needs.
- **Skills for Life**  
Where individuals would benefit from support in developing their IT, numeracy, literacy and employability skills, the LSC can fund this type of provision.
- **Learning and Skills for All Fund**  
The LSC and NWDA support a learning fund delivered under the auspices of Union learn/TUC. The Fund can support projects that assist individuals threatened with redundancy.
- **Apprentices**  
Where apprentices are threatened with redundancy, a range of support measures are in place to find these individuals alternative employment and to complete their apprenticeship framework.

- **Business start up/ social enterprise/ self employment advice**  
A 2-8 week intervention to equip individuals to develop skills and access existing support.

## **Gap Analysis and Response**

- 7.12 In some circumstances and in some places it is possible to deliver the above offer **now** utilising existing JCP and LSC provision. However, it would be difficult to do so in all places and circumstances. In particular and as our SWOT analysis demonstrates, given the likely scale of redundancies in the coming months:-
- There may be insufficient capacity within the nextstep service.
  - There is currently an insufficient quantum of non-accredited provision and provision that can be customised to existing vacancies.
  - There may be insufficient capacity in existing JCP contracts to extend the current service to the volume of those who are likely to be affected.
  - There is insufficient business start up/ self-employment provision.
  - Recent Train to Gain flexibilities only apply to SMEs.
  - The system has difficulty supporting individuals where employers are not interested in planned response to redundancy or delay making plans until very close to closure
- 7.13 Our ambition is that as significant redundancies arise the partnership is equipped to deliver the above offer in all circumstances. As a first step towards this ambition we therefore propose the following action:-
- Boost existing JCP ESF contracts to focus on the increase in Jobseekers Allowance customers so that, where required, these can be accessed.
  - Invest LSC ESF revaluation funding to extend the nextstep Careers Advice service to ensure it has the additional capacity to deliver what is required.
  - Use LSC ESF revaluation funding to secure provider capacity to deliver non-accredited provision and provision customised to other vacancies and self-employment.
  - Use other LSC ESF resources (tender process has just closed) to extend the recently announced Train to Gain flexibilities for SMEs to larger companies.
  - Use other LSC ESF resources (tender process has just closed) to support the creation of Employer Pools for apprentices threatened with redundancy.
  - Partners need to look at mechanisms that can be used to support people under these circumstances (LASFAP and Skills Account approaches may need to be developed).

## **C. Newly Redundant Individuals**

- 7.14 The offer to those made redundant should combine early and urgent support to enable re entry to the labour market as soon as possible with longer term upskilling to provide economic resilience and the potential to benefit from future economic recovery.

- 7.15 The joint offer needs to recognise that with the suggested increase in unemployment we will see both higher qualified JCP clients and low skilled clients with considerable employability skills and our provision must allow for this.

### **The Joint Offer ambition for those newly redundant and their potential employers**

- **Job search, benefit advice and referral to other services** including elements of the IES trials.
- **Day One Programme Centre** eligibility, supporting customers in looking for work.
- **Access to Work** – support for employers and individuals with disabilities to help them return to or stay in work.
- **Careers Advice**  
Different arrangements exist across the North West between Job Centre Plus and nextstep. In some areas referral processes work well, in some there may be room for improvement. Where it is agreed that improvement is required we will explore the introduction of **Enhanced Skills Screening** and an **Enhanced Referral Process**. Where required individuals can be supported by a **Skills Health Check**. The nextstep service can offer careers information, advice and guidance. Drawing on robust information about the local labour market and related learning opportunities, support can be delivered one to one or to groups according to the particular circumstances.
- **Skills Accounts (Gtr Manchester only)**
- **Vocational Training**  
Individuals will be able to access training which can be customised to their individual circumstances and the local labour market conditions. Training could include:-
  - Job-change training including non-accredited, full and part qualifications. This type of provision may be appropriate for individuals seeking employment in a new sector.
  - Accreditation and certification of skills already developed in the work place including updating of existing qualifications and full and part qualifications as well as support to secure/ sustain professional registrations. This type of provision may be appropriate for individuals who wish to continue employment in the same sector.
  - Customised provision linked to other vacancies. Where alternative job opportunities in another employer have been identified, the LSC will fund customised provision (typically short interventions of between 2 and 8 weeks) to help individuals under threat of redundancy acquire the skills the employer needs.
  - Higher level skill provision.

- **Skills for Life**  
Where individuals would benefit from support in developing their IT, numeracy, literacy and employability skills, the LSC can fund this type of provision through the Employability Skills Programme.
- **Business start up/ social enterprise/ self employment advice**  
A 2-8 week intervention to equip individuals to develop skills and access existing support.

### **Gap Analysis and Response**

- 7.16 In some circumstances and in some places it is possible to deliver much of the above offer **now** utilising existing JCP and LSC provision. However, it would be difficult to do so in all places and circumstances. In particular and as our SWOT analysis demonstrates, given the likely scale of redundancies in the coming months:-
- There may be insufficient capacity within the nextstep service.
  - There is currently an insufficient quantum of non-accredited and accredited provision and provision that can be customised to existing vacancies.
  - There may be insufficient capacity in existing JCP contracts to extend the current service to the volume of those who are made redundant.
  - There is insufficient business start up/self-employment provision.
  - There is likely to be insufficient support for higher-level skills.
- 7.17 Our ambition is that the partnership is equipped to deliver the above offer in all circumstances. As a first step towards this ambition we therefore propose the following action:-
- Use JCP revaluation ESF to extend the volume and reach of existing contracts.
  - Use LSC revaluation ESF to procure additional IAG capacity linked to the delivery of Skills Health checks etc.
  - Use LSC revaluation ESF to support job-change training including non-accredited, full and part qualifications.
  - Use LSC revaluation ESF to support the accreditation and certification of skills already developed in the work place including updating of existing qualifications and full and part qualifications as well as support to secure /sustain professional registrations and develop higher skills.
  - Use LSC revaluation ESF to procure customised provision (typically between 2 and 8 weeks) linked to real employment opportunities including self-employment.

### **D. Long term unemployed and the workless**

- 7.18 The employment rate in the region has fallen (0.8%) to 71.8% compared with a national average of 74.4%. The number of people claiming out of work benefits remains very high at 736,700 people, which is 17.4% of the working population (compared to 13.6% for the UK as a whole) and continues to be

highly concentrated for certain benefits (Incapacity Benefit in particular at 9.4% of the working age population), in certain sub-regions – Greater Manchester and Greater Merseyside in particular. The employment rate varies between local neighbourhoods and amongst particular labour market groups (especially older workers (67.9%), minority ethnic groups (56%) those with no qualifications (no qualifications 43.1%: below Level 2 69.5%) and offenders and ex-offenders ( 50%).

- 7.19 Through a joint investment approach and with a variety of aligned funding streams partners are already providing a significant amount of additional provision and support for long term unemployed individuals to effectively access the provision and then allow progression from pre-employment through to Train to Gain, as the SWOT analysis clearly demonstrates. However, as the economic downturn bites those further from the labour market such as the long term unemployed/ inactive are in danger of becoming more isolated as better qualified and those with employability skills are prepared to take lower level jobs. In the NW partners recognise the necessity to continue with the strategy to support the long term unemployed.
- 7.20 In the longer term, there will continue to be strong demand which will provide opportunities for claimants, provided they are able to gain employability and basic occupational skills. Volunteering may be a key tool to allow skills training as we move into recession.
- 7.21 Work in local areas to ensure a comprehensive offer is already underway in Greater Manchester, Greater Merseyside and Lancashire. In the Greater Manchester area the IES trial includes mapping investment/ provision/ support in each local authority area and analysing duplication; and the need for future investment and system fixes required to make access and progression easier. This information will be invaluable to get the offer right and to provide nextstep advisors with the range of information they need to advise clients and refer to relevant provision.

### **The Joint Offer ambition for those long term unemployed and their potential employers**

- **Job search, benefit advice and referral to other services** including core components of the IES trials.
- **Pathways to Work**
- **JCP ESF Programme** - specialist help with finding work, particularly focused on the harder to help.
- **Flexible New Deal (FND)** - a tailored package of support suited to individual jobseeker needs. This will be phased in from April 2009 and will include: skills screening and Skills Health Checks leading to training if needed, fast-track to intensive support for people facing greater barriers to work, up to 12 months of intensive support from a back to work service provider, who will be paid for getting customers into jobs, the guarantee of

at least four weeks of work focused activity to help an individual increase their chances of finding employment.

- **Access to Work** – support for employers and individuals with disabilities to help them return to or stay in work.
- **Careers Advice**  
Different arrangements exist across the North West between Job Centre Plus and nextstep. In some areas referral processes work well, in some there may be room for improvement. Where it is agreed that improvement is required we will explore the introduction of **Enhanced Skills Screening** and an **Enhanced Referral Process**. Where required individuals can be supported by a **Skills Health Check**. The nextstep service can offer careers information, advice and guidance. Drawing on robust information about the local labour market and related learning opportunities, support can be delivered one to one or to groups according to the particular circumstances.
- **Skills Accounts (Gtr Manchester only)**
- **Support to access and sustain training**  
Including mentoring and other wrap around services integrated with broader advice services to offer a holistic package of support to tackle barriers – the **Adult Advancement prototype** model.
- **Vocational Training**  
Individuals will be able to access training which can be customised to their individual circumstances and the local labour market conditions. Training could include:-
  - Job-change training including non-accredited, full and part qualifications. This type of provision may be appropriate for individuals seeking employment in a new sector.
  - Accreditation and certification of skills already developed in the work place including updating of existing qualifications and full and part qualifications as well as support to secure/ sustain professional registrations. This type of provision may be appropriate for individuals who wish to continue employment in the same sector.
  - Customised provision linked to other vacancies. Where alternative job opportunities in another employer have been identified, the LSC will fund customised provision (typically short interventions of between 2 and 8 weeks) to help individuals under threat of redundancy acquire the skills the employer needs.
  - Higher level skill provision.
- **Skills for Life**  
Where individuals would benefit from support in developing their IT, numeracy, literacy and employability skills.
- **Business start up/ social enterprise/ self employment advice**  
A 2-8 week intervention to equip individuals to develop skills and access existing support to be successful in these ventures.

## Gap analysis

- 7.22 In most circumstances and in most places it is possible to deliver much of the above offer **now** utilising existing JCP and LSC provision. Roll out of some elements of the IES trials would require some additional provision to address the following:
- There may be insufficient capacity within the nextstep service.
  - There is currently an insufficient quantum of non-accredited, accredited provision and provision that can be customised to existing vacancies for those who may become long term (6 months +) unemployed
  - There may be insufficient capacity in existing JCP contracts to extend the current service to the volume of those who are likely to become long term unemployed.
  - There is insufficient business start up/self-employment provision.
- 7.23 There is a significant level of investment within the region for this client group already to meet this offer. However, the following additional investments are required:-
- Use JCP revaluation ESF to extend the volume and reach of existing contracts.
  - Use LSC revaluation ESF to procure additional IAG capacity linked to the delivery of Skills Health checks etc.
  - Use LSC revaluation ESF to support the accreditation and certification of skills already developed in the work place including updating of existing qualifications and full and part qualifications as well as support to secure /sustain professional registrations and develop higher skills.
  - Use LSC revaluation ESF to procure provision to support self-employment.

## **E. New Entrants to the Labour Market**

- 7.24 Previous recessions have had a disproportionately negative impact on vulnerable groups and young people. The cohort of young people aged 16-18 and resident in the Northwest falls from 283,000 in 2008 to 260,000 in 2011.
- 7.25 Steady progress has been made in reducing the number of young people aged 16-18 who are classified as NEET (not in education, employment or training). However, in 2008 the rate of improvement has stalled and the region currently has some 18,000 young people in this category. This group is disproportionately, made up of those without a level 2 qualification, those with learning difficulties and disabilities and young people facing particular challenges such as young offenders and teenage single parents.
- 7.26 Young adults also face particular challenges in the labour market. Over 44,000 young adults aged 18-24 are in receipt of Jobseekers Allowance. Of this group more than two-thirds are young men.

7.27 Although the 16-18 cohort is reducing from the peak in 2008, it is anticipated that between 35,000 and 40,000 young people aged 16-18 will seek to enter employment in the North West in the Summer of 2009 and potentially a further 35,000 in the Summer of 2010. Labour market conditions will be far less favourable for new labour market entrants than they have been for the last decade. It is therefore important to ensure that the full range of support mechanisms are in place to help individuals secure successful transition to the world of work and potential opportunities such as apprenticeships. Young graduates will also face a challenging labour market.

7.28 A range of additional interventions aimed at supporting young people are currently under development. These will focus on:

### **Progression routes for Young People achieving Level 3**

- Maximising the number of young people achieving level 3 who progress to higher education with a particular focus on ensuring that those disadvantaged young people are not further marginalised by the downturn,
- Activity (e.g. summer schools) to promote the benefits of higher education to disadvantaged 18 year olds who have achieved a Level 3.

### **Support for vulnerable young people**

7.29 The majority of this group will not have achieved a level 2. Particular foci for activity will be:

- Additional interventions to support the engagement and retention of vulnerable young people in learning. This will include supporting care leavers to secure Apprenticeship opportunities.
- Interventions to increase the likelihood that those young people who achieve their level 2 at age 17 or 17+ progress to level 3 which will significantly enhance their position in the labour market.

### **Support for young people entering the labour market**

7.30 Partners will:

- Use the introduction of the National Apprenticeship Service to stimulate enhanced employer engagement in the Apprenticeship programme.
- Take Action to increase the number of new apprenticeship places including a telemarketing campaign to create 500 new starts; work with Civil Service Northwest, local authorities and the health sector to boost apprenticeships in the public sector; the introduction of 'group training' projects to develop pools of apprentices shared between employers; and business briefings and events co-hosted by NAS with organisations such as the IOD to promote Apprenticeships to Employers.
- Take Action to minimise the number of Apprenticeship redundancies including the creation of an opportunities 'clearing house' for Construction; development of a 'fund of last resort' to support apprentices to complete

their framework who would otherwise be made redundant; and promoting improved provider collaboration and engagement with the NAS Vacancy Matching Service to maximise opportunities for Apprentices at risk of redundancy.

- Use the Train to Gain service to identify employment opportunities and to try and convert these to Apprenticeship or LEP opportunities.
- Procure additional interventions such as 'employer pools' to increase the volume of Apprenticeships.
- Work closely with Jobcentre plus to offer work trails to young adults.
- Work with Business Link and SSCs to ensure that appropriate vocational provision is available through the Integrated Employment and Skills trials which meets the needs of young adults.
- Work with HEIs, SSCs and the NWDA to develop programmes aimed at placing young graduates into employment.
- Work closely with Connexions to ensure appropriate advice and support to young people entering the labour market.

***It is the view of the North West partners that, in addition to regional and local action, a national response is required to support 18 year olds entering the labour market in Summer 2009.***

### **Equality Issues**

7.31 Equality of opportunity to access the offer is a cross cutting theme for all groups above. Current evidence in the NW shows that most of those being made redundant are women. Other vulnerable groups include offenders and ex-offenders, young people in the care of Local Authorities and care leavers. Ethnicity is also a factor determining employment opportunity and skill level. There may be a growing number of 'workless families' putting more people, in particular children, at risk of poverty. Such groups may need additional support to retain or access employment, training or voluntary opportunities with skills development.

7.32 At least 25% of individuals in the North West who are currently not in education, employment or training are people with Learning Difficulties or Disabilities. In the UK only 15% of people with serious mental health problems are employed. Public Sector agencies will need to ensure links exist between colleges, work-based learning providers and supported employment agencies to assist people with LDD to remain in employment or to enter new employment opportunities.

## **8. SUPPLEMENTARY ESF CO-FINANCING PLANS**

8.1 The existing ESF offer which is integrated with both LSC mainstream programmes and Jobcentre Plus activity is focused on supporting longer term unemployed individuals who are particularly disadvantaged in the labour market and who are likely to have limited employment experience. It also provides support to equip employed individuals with foundation and intermediate skills which will enable them to sustain employment.

The NW LSC Supplementary Co-financing Plan (Annex D) sets out the LSC's intentions to procure the support which will be provided for those individuals who are at risk of redundancy and those who have been made redundant.

## **9. MANAGEMENT ARRANGEMENTS**

- 9.1 The elements of this plan have been drawn together under the auspices of the North West Regional Skills and Employment Board (RSEB). The RSEB works closely with the newly established NW Regional Joint Economic Council (JEC) chaired by the Regional Minister, Beverley Hughes.
- 9.2 The RSEB provides the strategic direction for skills and employment in the region, in line with the Regional Economic Strategy, and oversees implementation. The RSEB meets quarterly and is chaired by Steven Broomhead, Chief Executive of the North West Development Agency (NWDA). Membership is drawn from key partners around the region including the NWDA, Job Centre Plus and the Learning and Skills Council.<sup>1</sup>
- 9.3 Representation of all five sub regional partnerships in the RSEB and close links to the business community has ensured the work is well grounded in the specific requirements of employers and place, as well as the generic needs of the economy.
- 9.4 The RSEB is supported by three sub groups: Sector Skills, Regional Employability and Services to Employers and the Chairs of these groups meet regularly to provide a link to the main Board. The Chairs group has led and coordinated the work on this regional response to the economic downturn. This group meets as business requires, currently at approximately three week intervals.
- 9.5 As the plan is implemented, the RSEB and its sub groups will oversee performance management and delivery issues including a focus on management information and data with respect to individual companies to ensure individual companies' needs are being met. Meeting dates are included in the timetable in Appendix 1. Further dates are to be set. The terms of reference of these groups are in Annex E. The overall management arrangements are depicted in Annex F.

### **Roles and Responsibilities**

- 9.6 Within the RSEB Management arrangements described above organisations have distinct roles and responsibilities.

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<sup>1</sup> The North West RSEB membership: North West Development Agency, Learning and Skills Council, Job Centre Plus, The Alliance of Sector Skills Council, TUC, Government Office North West, Higher Education Funding Council, Universities, Association of Colleges, 5 x Sub regional partnerships and 4 North West, as well as sub groups to include employers, sectors, and the third sector

- The diagram at Annex G sets out the process for stocking the Data Warehouse from varied sources, to inform a joint Redundancy Response from partners.
- The diagram at Annex H sets out the process for the people based intervention and the position of organisations, employers and clients within it.
- Finally, the processes for the IES trials described at Annex I & J in the protocol section below clearly identifies the role of each player in the referral process.

## **Protocols**

9.7 Protocols/frameworks for joint working between partners already exist in the region including:

- A Joint Investment Framework detailing principles for co-ordinating and complementing partner activity between the NWDA, JCP and the LSC. This refers to non- duplication of provision, aligning funding streams for complementarity, joint work on specifications and assessment/evaluation of bids for provision as well as final contract award panels, quality standards, joint capacity building of partners' staff, other partners and providers.
- Industrial Restructuring joint partnership working agreements covering redundancy and inward investment situations.
- A system of Integrated Employment and Skills referral processes and procedures between JCP, Advice and Guidance services, LSC provision (from pre-employability through to Train to Gain) and employers is being implemented within the Greater Manchester IES trial area and elements of this may be rolled out to other sub regions.
- Referral mechanisms between JCP and Skills Brokers.

To be developed:

- Enhanced ways of working with Connexions Services to support New Entrants
- A system of collating intelligence from multiple sources, into a central Data Warehouse for storage, analysis, ongoing data capture and reporting of specific needs and overall trends to all interested partners including the recently formed Regional Economic Council is proposed.

## **10. EVALUATION AND REPORTING**

10.1 Success will be measured by the extent to which

- Businesses
  - are supported to stabilise and position themselves to take advantage of the future economic recovery.
  - engage in a Local Employment Partnership deal.
  - encourage and invest in their employees to take advantage of the offer of a wide range of training opportunities at different levels, both

accredited and non-accredited to improve the businesses prospects in the longer term.

- engage in the Apprenticeship programme.
- Individuals at risk of redundancy and newly redundant
  - receive quality advice and guidance to make informed decisions.
  - secure a new job.
  - take advantage of the offer of a wide range of training opportunities at different levels, both accredited and non-accredited to improve their prospects to retain employment or secure new employment.
  - continue to upskill once in new employment.
- Individuals already longer term unemployed
  - receive quality advice and guidance to make informed decisions
  - secure a job.
  - access additional support to overcome specific challenges e.g. disability.
  - take advantage of the offer of a wide range of training opportunities at different levels, both accredited and non-accredited to improve their prospects to secure new employment.
  - continue to upskill once in new employment.
- Young People entering the labour market for the first time
  - Receive quality advice and guidance to make informed decisions.
  - Progress to Higher Education if they have a Level 3.
  - Receive additional support to engage and remain in learning if they do not have a Level 2, particularly vulnerable young learners. This will include supporting care leavers to secure Apprenticeship opportunities.
  - Receive additional support to remain in learning and progress to Level 3 if they achieve their level 2 at age 17 or 17+, significantly enhancing their position in the labour market.
  - Access a work trial or an apprenticeship programme.
  - secure employment with ongoing training to secure progression and position themselves for the future – this applies equally to all young people and adults including young graduates..
- The Management Information required will include:–
  - Spend /Outcomes from current programmes – training and jobs.
  - Timely deployment of ESF revaluation funding.
  - Outcomes from ESF revaluation funding– measuring a broad range of non- accredited and accredited qualifications (short and long) professional registrations both in and out of employment as well as job outcomes.
  - Number of redundancy interventions – both employers and individuals.
  - Data on diversity of groups accessing provision e.g. BME, Learners with Learning Difficulties and Disabilities (LLDD).
  - Additional advice and guidance sessions for young and old.
  - Roll out of IES system – extent of co-location, Skills Health Checks, referral rates, conversion rates.

- Softer measures– e.g. of joint investment of partners, employer engagement and support, individual case studies, data warehouse set up, partnership – effectiveness of RSEB infrastructure.
  - There will be ongoing monitoring and feedback on the effectiveness of the response including feedback from employer, provider and individual client forums.
- 10.2 The first six months of 2009 will be critical if this response is to be successful. By the end of March 2009 partners should together have ensured that the offers are simple in presentation, easily understood and being accessed by employers. From April to end of June provision must be in place and accessed by individuals.
- 10.3 Reporting arrangements will be through the RSEB structure which will support the production of reports to go to the NW Joint Economic Council and then from the NW Regional Minister to the Chief Secretary to the Treasury on a regular basis. The first of these is due to be completed by 16<sup>th</sup> January.

## **11. COMMUNICATION**

- 11.1 If this Regional Response is to have the impact required, it is crucial that communications are clear, effective, and appropriately targeted. The RSEB infrastructure already has defined lines of reporting and communication channels. JCP/LSC interfaces with other partners in sub regions and Local Authority areas will be capitalised upon to ensure local context and resourcing is taken account of.
- 11.2 There are many different audiences for communications on the Regional Response, and their different needs must be considered in the Communications Plan. They include:
- Regional partners (including nextstep, Connexions etc)
  - Colleges
  - Training providers
  - Employers looking to recruit
  - Employers considering redundancies
  - Unemployed people (including recently redundant)
  - Employed individuals at risk of redundancy
  - Business intermediaries (e.g. Banks, Accountants, Solicitors, Insolvency practitioners)
  - Chambers of Commerce and employer representative organisations
  - Trade Unions
  - Third Sector organisations
  - Staff of the delivery partners
- 11.3 'The Offer' is actually quite a complex collection of products and services, some of which were previously available, others newly developed. They

bring together the resources of partner organisations, and may vary from area to area because of particular local initiatives or pilots.

- 11.4 Firstly, there is a need for a period of capacity building within and between the key delivery partners to ensure that the components of the offer are fully understood by all those involved in the delivery of the package, and that working relationships are quickly and effectively built.
- 11.5 Communications to key stakeholders and intermediaries will need to be relatively detailed, and may involve in depth area based briefings outlining the offer in that area, supported by briefing materials.
- 11.6 However, in communication to our consumer audiences, to describe the whole offer in detail would be very difficult and potentially confusing. It would be advisable to keep the communication messages as simple as possible without going into the 'wiring' of how it all works or who is funding what.
- 11.7 For employers, the message should be that the resources and expertise of the partner organisations are being brought together into an integrated package of support that can meet their needs in these difficult times. The offer can help them with:
- Recruitment (including LEP type support)
  - Work Trials
  - Training of existing staff
  - Staff retention
  - Maintaining a competitive edge
  - Support for their staff in potential redundancy situations
  - Business diagnostic advice and brokerage service; financial support (loans/ grants); sector support; innovation and efficiency support, advice and funding.

The materials would include case studies of employers who have received help in the past e.g. through LEP interventions.

- 11.8 For individuals, the message again should be that the resources and expertise of the partner organisations are being brought together into an integrated package of support that can meet their needs in these difficult times. The offer can help them with:
- Careers advice and guidance
  - Job search, benefit advice and referral to other services
  - Vocational training
  - Skills for life
  - Business start up/self employment advice
  - Work trials
  - Targeted support if they are made redundant or at risk of redundancy

Again, the materials would include case studies of individuals who have received help in the past e.g. through nextstep support, Train to Gain, JCP programmes.

- 11.9 It is worth considering whether a single point of contact for employers and individuals could be provided, possibly through a Freephone number, which then seamlessly transfers the enquirer to the appropriate contact. Experience from previous campaigns shows that the more complex the customer journey looks, the higher the drop out rate at each stage of the process.
- 11.10 An ongoing PR effort, beginning with a high profile launch, and followed by a regular series of press releases and stakeholder communications highlighting local case studies and emerging Regional Response successes will aim to ensure that the message is consistently delivered to our target audiences.
- 11.11 The outline Communications Plan is included at Appendix 2. This will be a live document and will develop with time.

## APPENDIX 1

### Timeline for National and Regional Activity

Week commencing	Activity - NLSC	LSC Regions and Partners
24th November 2008		<p>DWP (ESF) team holding individual telephone meetings with Regional ESF managers and contract managers to consider:</p> <ul style="list-style-type: none"> <li>• Performance of current ESF contracts</li> <li>• Variation to those contracts to include more 6 month+ JSA customers</li> <li>• Geographical gaps left if existing contracts are extended</li> <li>• Any other issues concerning the approach</li> </ul>
1 <sup>st</sup> December 2008	<p>Follow up note to go to RDs and RSDs, with support material including planning guidance. The launch of a new internal intranet site to host further support material including:</p> <ul style="list-style-type: none"> <li>• Case studies of previous mass redundancy activity</li> <li>• Sharing of IES management structures between regions</li> <li>• Example Terms of Reference to support different joint management boards / groups</li> <li>• Example protocols that have been used in mass redundancy situations previously</li> <li>• Timetable for activity</li> <li>• ESF briefing note</li> <li>• Procurement briefing note</li> </ul>	<p>Meeting between existing Providers and DWP to brief them concerning the ESF funding and variation timetable</p> <p>Initial Draft of NW Plan</p>
8 <sup>th</sup> December 2008	<p>National briefing on the response to the economic downturn (ESF management group and regional skills directors attending)</p>	<p>Regional briefings on the new Train to Gain SME flexibilities are being held</p> <p>Regional Ministers to report back to the Council of Regional Ministers on 11<sup>th</sup> December 2008 outlining the steps put in place to respond to redundancies in a coordinated way</p>

15 <sup>th</sup> December 2008	National LSC to collate supplementary ESF regional plans by close of play 18 December 2008 for submission to the DIUS	RSEB Chairs Meeting 16 <sup>th</sup> December <b>Regions to produce and send their first iteration of an agreed regional plan to Karen Riley and Paul Holme by 17<sup>th</sup> December 2008</b> , including a supplementary ESF co-financing plan (as per main co-financing plan format)
By 1 <sup>st</sup> Week in January 2009		Submit supplementary ESF Co-financing plans for GO and Regional Committee endorsement
12 <sup>th</sup> January 2009	ITT specification complete	
12 <sup>th</sup> January 2009		<b>Regional Ministers to submit reports on regional progress to the Chief Secretary to the Treasury by 16<sup>th</sup> January 2009</b>
19 <sup>th</sup> January 2009	Specifications and questionnaires for ITT complete.	
19 <sup>th</sup> January 2009	National ITT built using Bravo	
26 <sup>th</sup> January 2009	<b>ESF / Pre-employment Train to Gain ITT published by LSC</b>	Meeting of the Council of Regional Ministers to discuss regional progress reports held 29 <sup>th</sup> January 2009

February 2009		RSEB Board meeting 2 <sup>nd</sup> February Variation of DWP contracts in place  New contracting round for DWP provision not met by variations
20 <sup>th</sup> February 2009	Scoring criteria and instructions developed for assessing returned tender documents	Scoring criteria for regional specifics to be developed
2 <sup>nd</sup> March 2009		ESF / Pre-employment TtG tenders received
9 <sup>th</sup> March 2009		Tender evaluation starts
27 <sup>th</sup> March 2009		Tender evaluation complete including any clarification meetings*
30 <sup>th</sup> March – 1 <sup>st</sup> April 2009	Governance process (outcomes / risks)	
2 <sup>nd</sup> April 2009	Start of mandatory stand still period	
16 <sup>th</sup> April 2009	End of mandatory stand still period	
17 <sup>th</sup> April 2009		Contract Award
December 2009		DWP new ESF funded provision in place

- Note: the time allowed to conduct evaluations is very tight and will require due consideration and prioritisation at regional level.

**APPENDIX 2**  
**Communications Plan**

<b>Action</b>	<b>Who's responsible</b>	<b>Timescale</b>	<b>Resources</b>
Programme of capacity building/ awareness raising/ relationship building briefings within and between key delivery partners	Leads within LSC, NWDA, JCP	January 09 onward	N/A
Partner marketing/comms group convened to agree strategy, approach and responsibilities	Partner marketing teams	January 09	N/A
5 X sub regional key stakeholder briefings	Regional Response partners	January 09	Briefing materials
Sub regional Provider briefings (combine with ITT briefings)	Regional Response partners	February 09	Briefing materials
5 X sub regional intermediary briefings (eg banks, accountants, insolvency practitioners, Chambers of Commerce, Trade Unions and other potential referral organisations etc)	Regional Response partners	February 09	Briefing materials
Gathering of existing case study material illustrating support available	Partner marketing teams	January 09 onward	N/A
Development of promotional materials for employers and individuals (creative concept, design etc)	Partner marketing teams	February 09	Budget for development and production of materials
Development of areas on partner websites promoting the Regional Response offer	Partner marketing teams	March 09	Within existing resources
Production of promotional materials	Partner marketing teams	March 09	Budget for development and production of materials
High profile launch event - aim to get Regional Minister involvement	Partner marketing teams	April 09	Budget for event
Ongoing PR – highlighting case studies, and emerging Regional Response successes, localised to each part of the region to maximise local media take up	Partner marketing teams	April 09 onward	Within existing resources
Regular coverage of Regional Response achievements in partners' stakeholder communications	Partner marketing teams	April 09 onward	Within existing resources
Targeted marketing of the offer to employers and individuals via local press and radio	Partner marketing teams	April 09 onward	Budget for advertising

## Annex A



# How to support companies through the Regional Redundancy Blueprint

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# Annex A

## Contents

### INTRODUCTION

Annex A	Redundancy Handling Flow Chart
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Annex H	Other key Contacts

# Annex A

## INTRODUCTION

This information 'toolkit' has been put together by a task group of colleagues from Jobcentre Plus, LSC, NWDA and ACAS under the direction of the Regional Skills and Employability Board and its Employability Sub-Group.

The toolkit has been designed to provide individuals working in business support and business intermediary organisations with information concerning the support which is offered where employers are making individuals redundant.

### Support to Employers

The service provided for employers varies depending on circumstances;

- The number of people losing their job
- Whether it is a closure and a reduction in the existing workforce.
- The impact on the local community
- The skills of the workforce

The ability of organisations to support employers is very dependant on timing. Regardless of the scale of the potential redundancy the earlier public agencies are informed the more can be done to support the company and the individuals affected.

### Support for Individuals

The offer to individuals is based on their circumstances and does vary:

- Individuals threatened with redundancy;
- Individuals made newly redundant;
- Individuals already unemployed; and
- Individuals entering the labour market for the first time.

### Handling Redundancies

It is mandatory for companies to notify the Secretary of State for Trade and Industry of a proposal to dismiss 20 or more employees as redundant, at one establishment, within a period of 90 days or less. Notification to BERR is via the HR1 which must be forwarded before any notices of dismissal are issued and a copy of the HRI must be given to the representatives of the employees being consulted. <http://www.insolvency.gov.uk/pdfs/rpforms/hr1.pdf>

For between 20 and 99 redundancies at one establishment, the employer must notify BERR at least 30 days before the first dismissal. For 100 or more redundancies at one establishment, the employer must notify BERR at least 90 days prior to the first dismissal.

JCP receives copies of all HR1 forms and exercises discretion with regard to local impact to determine whether to proactively engage with the company concerned. Presently, BERR regulations prohibit the sharing of HR1 forms with other public sector partners unless the permission of the company has been expressly obtained. Thus JCP may well be in a position to engage with the company before the relevant company record is available in the data warehouse, but will proactively pursue their permission to release details to the database. This will provide the opportunity for early engagement with BLNW and facilitate delivery of a more comprehensive and earlier response to the business.

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If this business has not already been identified as at risk, the response team will engage immediately following the announcement of redundancies, and JCP will be the first public sector partner to respond. A Rapid Response Service (RRS) is offered to every employer with 20 or more redundancies or employers in local communities who have been disproportionately affected by multiple smaller scale redundancies.

A Rapid Response team will be established comprising JCP and skills partners to lead the people-based intervention, and an appropriate business contact to lead the comprehensive business response. This 'toolkit' focuses on the people based interventions.

It is important that partners reference all available forms of support to business during their engagement with them. Trade Associations and private sector bodies including the CBI, EEF, FSB and professional organisations engage directly with companies and individual members and provide a wide range of information, services and advice. These established relationships are highly valued and provide a further channel to signpost members to all additional sources of support.

There is a wide range of local support available from Local Authorities, private training providers, Connexions, Trade Unions and ACAS. It will be important that we share all intermediaries contact details in order that we maximise the support available to businesses in an area, especially for micro-businesses. For example, ACAS provides independent and impartial advice, guidance and training in all aspects of redundancy handling and the development of effective policy and procedures, along with in depth advisory support in the "management of change" process to mitigate job losses and improve efficiencies

The BERR public helpline (0845 145 0004). This offers a service to individuals and employers around entitlement, and will only refer through to ACAS. We need to understand the numbers of Northwest individuals or organisations they deal with, and if significant, influence BERR to share this data with other Agencies who may be able to support employers/individuals on broader issues than just entitlement

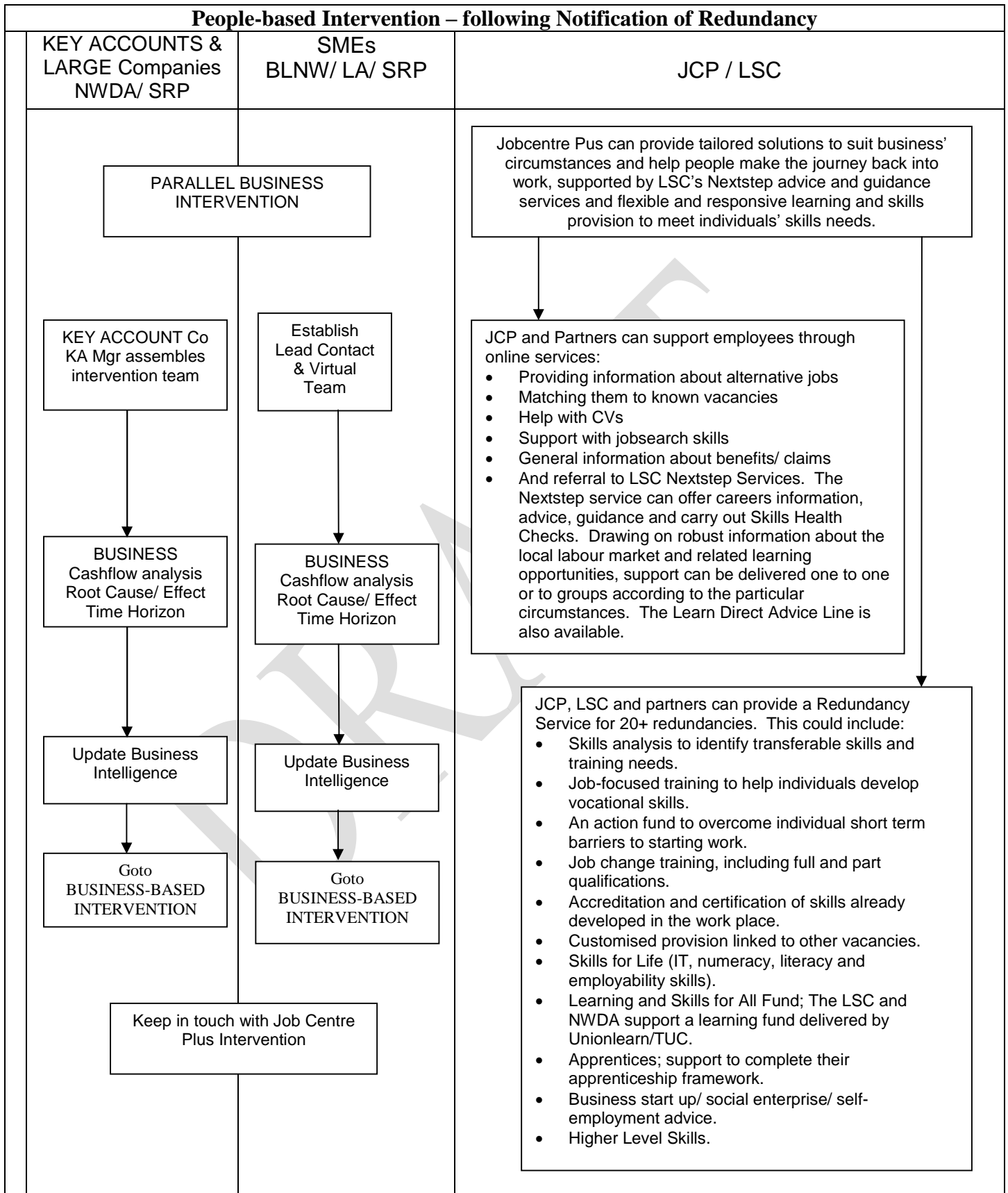
### **RESPONSE TEAMS**

Jobcentre Plus will act as the lead partner in handling redundancies and will be the primary contact with the employer. The lead contacts for Jobcentre Plus in each sub-region (Jobcentre Plus operational areas) are set out in Annex G.

They will pull together the response team as necessary and will engage with the lead nominees from the LSC, NWDA and other organisations as necessary. This 'toolkit' has a list of key organisational contacts in Annex H.

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## Annex A Redundancy Handling Flow Chart



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### ANNEX B

### Initial letter to companies

Use name and address of  
Lead partnership organisation  
On their letter headed paper

09 January 2009

I am writing as a representative of *insert name of partnership organisation* to give you information about a partnership for dealing with large scale redundancies in the North West.

This partnership consists of representatives from North West Development Agency, Learning and Skills Council, Local Authority, ACAS and Jobcentre Plus to deliver a rapid, co-ordinated and cohesive regional response to large scale redundancies.

The offer from the partners will cover a number of elements of support to a company facing a large scale redundancy, some of which are listed below. However their offer may vary depending on the location of the redundancy.

**Learning and Skills Council** – access to Information Advice and Guidance Services, and a variety of funding streams to address work force development

**Local Authority** – support and commitment of Local Authorities will be tailored to the local situation. This could include access to business start up support and training/employment support for those under notice of redundancy.

**Jobcentre Plus** – information and leaflets around claiming benefits, job search advice, better off in work calculations, details of local vacancies.

**North West Development Agency** – links with industry bodies to identify other areas of potential recruitments, sharing of best practice from other redundancies

**Acas North West:** Acas provides independent and impartial advice, guidance and training on all aspects of redundancy handling and the development of effective policy and procedures, along with in depth advisory support in the "management of change" process.

In order for us to provide the best possible support it is always helpful to have as much information as possible about the redundancy. I understand that certain information may change, however the following information has proven

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useful when the partnership has dealt with previous redundancy situations:

- Details of the 90 day consultation period
- The proposed leaving dates for employees
- Details of any supply chains that may also be affected by the redundancy
- Demographic data (i.e. numbers affected, postcodes, length of service, age, part time/full time, skill levels and job roles - we don't need to know the names of those affected at this stage)
- Whether an Outplacement Company will be supporting your company. If so, can you provide their name and contact details, as we would want to work in partnership
- Whether your company will be able to provide premises for use by the partners to deliver their services should they be required

Your lead contact from the partnership will be .....  
from..... and any details that you provide will be treated  
in the strictest confidence and only shared with our Partner organisations with  
your agreement.

Any work that you undertake with the partnership does not replace the need  
to complete the required paperwork for Department for Business, Enterprise  
and Regulatory Reform ( BERR)

*insert name of partnership organisation*

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## **ANNEX C ESTABLISHING THE CONTEXT DOCUMENT**

Sourcing Information Prior To The First Meeting And Key Questions For Intermediaries / Company On Initial Contact

### **DETAILS**

1. What is the company name?
2. What is the sector?
3. What is the company size in terms of number of employees? SME or large company?

### **LOCATION**

4. Where is the company situated? Is there more than one site?
5. What is the travel to work area for staff i.e. where do they live in the main?

### **NATURE OF REDUNDANCY**

6. Is this a company closure or restructure?
7. Is the company still in existence? Is a buy out expected? Is the company still viable?

### **SHARING INFORMATION**

6. What is the sensitivity of the information, is it public? Are staff aware of the redundancy? Have the Union been consulted?
7. Have other partners been informed? Can they be informed, by whom and when?

### **ROLES / COMMUNICATION**

8. Has an outplacement company been identified / contracted?
9. Is there a lead organisation that has a relationship with the employer?
10. Is the HR function on site or remote? Will they co-ordinate the redundancy?
11. What is the companies preference for communication with partners? One lead / co-ordinator, partnership or group approach?
12. What is the attitude of the company in terms of receiving support / contact from the public sector?

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### **SCALE**

13. What are the total number of jobs subject to redundancy?

### **TIMESCALES**

14. Has a HR1 form been completed / issued?

15. Has the 90/30 days consultation period started, if so when?

16. Are the redundancies phased?

### **INDIVIDUALS AFFECTED**

17. What are the release dates and numbers and split of job roles?

18. Are Apprentices included in the number being made redundant?

How many 16-18? And How many 19+

Who is the training provider?

19. Are other staff being lost who are not technically redundant – agency staff, fixed term contracts etc

### **RESOURCES**

20. Will the company allow staff time for training and or advice sessions?

21. Will the company allow public sector support agencies on site?

22. Do they have on site facilities for meeting e.g. canteen, meeting rooms that can be used?

23. Does the company have a budget to support the training / future employability of staff in scope for redundancy?

### **SKILLS NEEDS**

24. Is there the potential to re-train staff for other vacancies?

25. What are the skill levels of the individuals subject to redundancy?

26. Are there skills for life or pre-level 2 skills needs?

27. Does the employer have any existing relationships with local or regional training providers?

28. Which organisation is the training provider?

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## ANNEX D JCP Summary Offer

### **Jobcentre Plus universal offer for businesses needing to recruit:**

- a no charge vacancy handling service through Jobcentre Plus which allows access to a range of practical measures and financial support to help employers of any size meet their recruitment needs
- the facility for employers to manage their own vacancies through Employer Direct On-line

The enhanced offer for businesses prepared to work with regional partners to offer employment opportunities to people who have been claiming benefits for some time:

- Local Employment Partnerships – a deal between Government and employers to tackle the increasing recruitment and skills challenges of our labour market and economy.
- New Deal – offers subsidies to employers and grants to cover the cost of training as part of the support package to help individuals prepare for their return to work.
- Work Trials – a risk free way for employers to try out a potential employee for up to 30 days at no cost for the business.
- Access to Work – support for employers and individuals with disabilities to help them return to or stay in work

**Jobcentre Plus universal offer for individuals:** ... looking for work, whether employed or unemployed

- [www.jobcentreplus.gov.uk](http://www.jobcentreplus.gov.uk) – the UK's largest on-line jobs bank, with over 15,000 new jobs notified every working day
- Jobseeker Direct (0845 60 60 234) – telephone job broking service where trained advisers will offer supported jobsearch
- Jobpoints – touch-screen access to all our vacancies (and training opportunities) in all Jobcentres and in some selected other locations.

... when made newly unemployed and during a claim for Jobseeker's Allowance

- financial support is available through Jobseeker's Allowance for those who are available for work and actively seeking work
- advisers will help people make their claim and discuss labour market opportunities and options, drawing up a bespoke jobsearch plan and offering practical help and support (on applying for jobs, writing CVs, interview techniques and, in some cases, financial help with travel to interviews)
- ongoing contact with Jobcentre Plus, through fortnightly jobsearch reviews and a series of increasingly intensive interviews at key stages of a claim, providing access to skills training

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### **Jobcentre Plus enhanced offer for businesses and employees affected by redundancies:**

- Rapid Response Service (RRS) - offered to every employer with 20 or more redundancies or employers in local communities who have been disproportionately affected by multiple smaller scale redundancies.
- RRS will provide information about other jobs in the labour market, support workers to draw up CVs, improve their jobsearch skills and provide general information about claiming benefits.
- a skills analysis to help identify transferable skills and training needs relevant to the labour market and provide job focused training to develop vocational skills.

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## ANNEX E LSC SUMMARY OFFER

### The LSC Offer in Significant Redundancy Situations

Where a significant redundancy situation arises the LSC will identify a manager to work with Jobcentre plus, the relevant Local Authority and other relevant agencies and partnerships. They will work as part of a multi-agency team to agree and coordinate interventions. LSC funded support will be customised to the needs of the individuals under threat and to the company in question. Support can include:-

- **Careers Advice**  
The Next Step service can offer careers information, advice, guidance. Drawing on robust information about the local labour market and related learning opportunities, support can be delivered one to one or to groups according to the particular circumstances.
- **Vocational Training**  
Individuals will be able to access training which can be customised to their individual circumstances and the local labour market conditions. Training could include:-
  - Job-change training including full and part qualifications at levels 2 and 3. This type of provision may be appropriate for individuals seeking employment in a new sector.
  - Accreditation and certification of skills already developed in the work place including full and part qualifications at levels 2 and 3. This type of provision may be appropriate for individuals who wish to continue employment in the same sector.
  - Customised provision linked to other vacancies. Where alternative job opportunities in another employer have been identified, the LSC will fund customised provision (typically short interventions of between 2 and 8 weeks) to help individuals under threat of redundancy acquire the skills the employer needs.
- **Skills for Life**  
Where individuals would benefit from support in developing their IT, numeracy and literacy skills, the LSC can fund this type of provision
- **Learning and Skills for All Fund**  
The LSC and NWDA support a learning fund delivered under the auspices of Unionlearn/TUC. Under certain circumstance this fund may be called upon to support individuals threatened with redundancy.
- **Apprentices**  
Where apprentices are threatened with redundancy, a range of support measures are in place to find these individuals alternative employment and to complete their apprenticeship framework.

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## ANNEX F ACAS Summary Offer

### Facing Tough Choices in the Current Climate?

#### *What are your options?*

You know you need to take action to reduce costs but haven't yet decided what to do. ACAS can:

Arrange a confidential discussion - face to face - with an experienced Adviser to talk through the implications of varying contracts, lay offs, short time working, redundancy and tightening up on your procedures. If you would prefer to do this offsite we are arranging redundancy surgeries in our offices in Liverpool and Manchester.

If you need to make efficiency savings we can help you work through what these might be, involving your employees and their representatives at all stages to minimise difficulties later on.

We can highlight the help we have given to organisations to identify and implement savings by eliminating inefficient working methods and improve productivity by working with you and your employees to look at issues such as; work organisation and shift patterns, overtime arrangements, attendance and performance management.

#### *Dealing with Difficult Decisions*

We can provide advice and support on implementing change. This includes:

Confidential discussions on dealing with redundancies and contractual changes.

Training for representatives involved in consultation over redundancy handling - alternatives, selection criteria, varying contracts and dismissal.

Facilitating discussions with trade union or employee representatives, supporting you in reaching agreement on change

Training for Managers in holding difficult conversations

#### *Facing the Future*

Acas can help you tackle emerging issues that arise from re-organisation. This includes:

Training for managers taking on new responsibilities, such as handling disciplinary issues or managing absence and capability.

Building a stronger culture to face future challenges that maintains good employment relations and employee engagement; developing and improving policies and procedures in light of the experience gained.

To book an appointment at a surgery or to discuss how we may help, please contact:

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Rob Vondy – Merseyside and Cheshire - 0151 728 5622 [rvondy@acas.org.uk](mailto:rvondy@acas.org.uk)

Peter Monaghan – Cumbria, Lancashire and Gt Manchester – 0161 833 8559  
[pmonaghan@acas.org.uk](mailto:pmonaghan@acas.org.uk)

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## ANNEX G Key Organisational Contacts (Redundancy Handling)

Jobcentre Plus			
Area	Name	Telephone	e-mail
Regional Team	Andrea Gorstridge Vicki Jeffers	0161 873 1023 0161 873 1023	<a href="mailto:andrea.gorstridge@jobcentreplus.gsi.gov.uk">andrea.gorstridge@jobcentreplus.gsi.gov.uk</a> <a href="mailto:vicky.jeffers@jobcentreplus.gsi.gov.uk">vicky.jeffers@jobcentreplus.gsi.gov.uk</a>
Cheshire, Warrington and Halton	Christine Massey	07769 967075	<a href="mailto:christine.massey@jobcentreplus.gsi.gov.uk">christine.massey@jobcentreplus.gsi.gov.uk</a>
Cumbria	Michael Downey	01254 343805	<a href="mailto:michael.downey@jobcentreplus.gsi.gov.uk">michael.downey@jobcentreplus.gsi.gov.uk</a>
Lancashire	Michael Downey	01254 343805	<a href="mailto:michael.downey@jobcentreplus.gsi.gov.uk">michael.downey@jobcentreplus.gsi.gov.uk</a>
Greater Manchester Central	Trish Ingham	0161 873 1305	<a href="mailto:patricia.ingham1@jobcentreplus.gsi.gov.uk">patricia.ingham1@jobcentreplus.gsi.gov.uk</a>
Greater Manchester East and West	Mike Schofield	07971 994606	<a href="mailto:mike.schofield1@jobcentreplus.gsi.gov.uk">mike.schofield1@jobcentreplus.gsi.gov.uk</a>
Merseyside	Jennifer Owens Diane White	0151 802 2172	<a href="mailto:jennifer.owens@jobcentreplus.gsi.gov.uk">jennifer.owens@jobcentreplus.gsi.gov.uk</a> <a href="mailto:diane.white@jobcentreplus.gsi.gov.uk">diane.white@jobcentreplus.gsi.gov.uk</a>

LSC			
Area	Name	Telephone	e-mail
Regional Team	Anne Gornall Andy Fawcett	0161 261 0262 0161 261-0296	<a href="mailto:Anne.Gornall@lsc.gov.uk">Anne.Gornall@lsc.gov.uk</a> <a href="mailto:Anne.Gornall@lsc.gov.uk">Anne.Gornall@lsc.gov.uk</a>
Cheshire, Warrington and Halton	Helen Woollacott	01606-320009	<a href="mailto:helen.woollacott@lsc.gov.uk">helen.woollacott@lsc.gov.uk</a>
Cumbria	Jon Power	01900-733352	<a href="mailto:jon.power@lsc.gov.uk">jon.power@lsc.gov.uk</a>
Lancashire	Debbie Corcoran Peter Scott	01772-443158 01772-443101	<a href="mailto:Debbie.corcoran@lsc.gov.uk">Debbie.corcoran@lsc.gov.uk</a> <a href="mailto:Peter.Scott@lsc.gov.uk">Peter.Scott@lsc.gov.uk</a>
Greater Manchester Central	Hooshang Rahmani	0161 261-0448	<a href="mailto:hooshang.rahmani@lsc.gov.uk">hooshang.rahmani@lsc.gov.uk</a>
Greater Manchester East and West	Hooshang Rahmani	0161 261-0448	<a href="mailto:hooshang.rahmani@lsc.gov.uk">hooshang.rahmani@lsc.gov.uk</a>
Merseyside	Karon Brownbill Neil Maguire	0151-672-3520 0151-672-3503	<a href="mailto:Karon.Brownbill@lsc.gov.uk">Karon.Brownbill@lsc.gov.uk</a> <a href="mailto:Neil.Maguire@lsc.gov.uk">Neil.Maguire@lsc.gov.uk</a>

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## Appendix 2 Other Organisations' Contact Details

Organisation	Job Centre Plus (JC+)
Web-address	<a href="http://www.jobcentreplus.gov.uk">http://www.jobcentreplus.gov.uk</a>
<b>Job Centre Plus – Regional Employer Engagement Manager</b>	
Name	Andrea Gorstridge
Phone number	0161 873 1023
Email	<a href="mailto:andrea.gorstridge@jobcentreplus.gsi.gov.uk">andrea.gorstridge@jobcentreplus.gsi.gov.uk</a>
<b>Job Centre Plus – Regional Employer Engagement Manager</b>	
Name	Vicky Jeffers
Phone number	0161 873 1023, 07855319663
Email	<a href="mailto:vicky.jeffers@jobcentreplus.gsi.gov.uk">vicky.jeffers@jobcentreplus.gsi.gov.uk</a>
<b>Job Centre Plus – Regional Rapid Response Co-ordinator</b>	
Name	Keith Taylor
Phone number	0161 873 1279, 07733218953
Email	<a href="mailto:keith.taylor3@jobcentreplus.gsi.gov.uk">keith.taylor3@jobcentreplus.gsi.gov.uk</a>
<b>Job Centre Plus – Merseyside</b>	
Name	Jenny Owens
Phone number	0151 802 2172
Email	<a href="mailto:jennifer.owens@jobcentreplus.gsi.gov.uk">jennifer.owens@jobcentreplus.gsi.gov.uk</a>
Name	Diane While
Phone number	07855 319266
Email	<a href="mailto:diane.while@jobcentreplus.gsi.gov.uk">diane.while@jobcentreplus.gsi.gov.uk</a>
<b>Job Centre Plus – Manchester East &amp; West</b>	
Name	Mike Schofield
Phone number	07971 994606
Email	<a href="mailto:mike.schofield1@jobcentreplus.gsi.gov.uk">mike.schofield1@jobcentreplus.gsi.gov.uk</a>
<b>Job Centre Plus – Manchester Central</b>	
Name	Trish Ingham
Phone number	0161 873 1305
Email	<a href="mailto:patricia.ingham1@jobcentreplus.gsi.gov.uk">patricia.ingham1@jobcentreplus.gsi.gov.uk</a>
<b>Job Centre Plus – Cheshire, Warrington &amp; Halton</b>	
Name	Christine Massey
Phone number	07769 967075
Email	<a href="mailto:christine.massey@jobcentreplus.gsi.gov.uk">christine.massey@jobcentreplus.gsi.gov.uk</a>
<b>Job Centre Plus – Lancashire and Cumbria</b>	
Name	Michael Downey
Phone number	01254 343805
Email	<a href="mailto:michael.downey@jobcentreplus.gsi.gov.uk">michael.downey@jobcentreplus.gsi.gov.uk</a>

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Organisation	<b>Learning and Skills Council (LSC)</b>
Web-address	<a href="http://www.lsc.gov.uk">http://www.lsc.gov.uk</a>
<b>LSC Regional Skills Director</b>	
Name	Dave Brennan
Phone number	0161-261-0483
Email	<a href="mailto:Dave.Brennan@lsc.gov.uk">Dave.Brennan@lsc.gov.uk</a>
<b>LSC Regional Skills Development Director (Employability Skills)</b>	
Name	Anne Gornall
Phone number	0161-261-0262
Email	<a href="mailto:Anne.Gornall@lsc.gov.uk">Anne.Gornall@lsc.gov.uk</a>
<b>LSC Cheshire and Warrington</b>	
Name	Helen Woollacott
Phone number	01606-320009
Email	<a href="mailto:helen.woollacott@lsc.gov.uk">helen.woollacott@lsc.gov.uk</a>
<b>LSC Cumbria</b>	
Name	Jon Power
Phone number	01900-733352
Email	<a href="mailto:jon.power@lsc.gov.uk">jon.power@lsc.gov.uk</a>
<b>LSC Greater Manchester</b>	
Name	Hooshang Rahmani
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## Annex B

NI 116      AGREED BASELINES AND 3 YEAR LAA TARGETS

baseline

		Apr-07	2008/09	2009/10	2010/11	% change
Gtr Manc	Salford	27.8	26.7	24.33	22.6	5.2
Gtr Manc	Manchester	38.8	37.2	35.6	34	4.8
Gtr Manc	Oldham	24.9	24.3	23.7	22	2.9
Gtr Manc	Bury	16.4	16	15.5	14.5	1.9
Lancs	Blackpool	27.5	25.8	24.2	22	5.5
Merseyside	Liverpool	36.4	33.5	32.1	30.8	5.6
Merseyside	Knowsley	34.3	33	31	29	5.3
Merseyside	Sefton	21.0	19.3	18.7	18	3.0
Merseyside	Halton	27.0	26	25.2	24.2	2.8

## Annex B

### NI 151      AGREED BASELINES AND 3 YEAR LAA TARGETS

#### baseline

		Jun-07	2008/09	2009/10	2010/11	% change
Gtr Manc	Manchester	65.6%	67.1	68.6	70	4.4%
Gtr Manc	Oldham	69.3%	70.2	71.25	72.2	2.9%
Gtr Manc	Rochdale	70.0%	70.9	71.8	72.8	2.8%
Lancs	Blackburn	67.4%	66.7	68	70	2.6%
Merseyside	Knowsley	65.9%	69.8	70	71	5.1%
Merseyside	Liverpool	63.9%	65.3	66.5	68	4.1%
Merseyside	Wirral	69.8%	70.5	71.02	72.1	2.3%
Merseyside	St. Helens	69.9%	69.9	69.9	70.5	0.6%

## Annex B

### NI 152      AGREED BASELINES AND 3 YEAR LAA TARGETS

**baseline**

		May-07	2008/09	2009/10	2010/11	% decrease
Gtr Manc	Manchester	18.7	17.7	16.7	15.7	3.0
Gtr Manc	Tameside	15.8	15	14.6	14.2	1.6
Gtr Manc	Oldham	16.1	15.6	15.1	14.5	1.6
Gtr Manc	Bury	12.5	12.2	11.9	11.5	1.0

non WNF

## Annex B

NI 153

### AGREED BASELINES AND 3 YEAR LAA TARGETS

		baseline					
		Jun-07	2008/09	2009/10	2010/11	% decrease	
Gtr Manc	Salford	34.8	32.56	30.28	28	6.8	WNF
Gtr Manc	Wigan	32.4			4.4	4.4	WNF
Gtr Manc	Rochdale	36.1	35	33	32.3	3.8	WNF
Gtr Manc	Blackburn	34.6	33.8	32.6	31.3	3.3	WNF
Gtr Manc	Bolton	31.6	1	2	3	3	WNF
Gtr Manc	Oldham	32.8	32	31	29.8	3	WNF
Gtr Manc	Tameside	31.8	30.4	29.7	28.9	2.9	WNF
Gtr Manc	Trafford	31.7			1.7	1.7	non WNF
Gtr Manc	Stockport	35.1	34.7	34.5	34.2	0.9	non WNF
Lancs	Blackpool	36.8	35.8	34.8	33.3	3.5	WNF
Lancs	Lancashire	30.1			28.1	2	WNF
Merseyside	Knowsley	35.3	34.2	32.8	31	4.3	WNF
Merseyside	Liverpool	35.1	33.9	32.5	31	4.1	WNF
Merseyside	Halton	31.6	30.6	29.6	28.6	3	WNF
Merseyside	Sefton	32.7	1	2	3	3	WNF
Merseyside	St. Helens	31.7	31	30.2	29.3	2.4	WNF
Merseyside	Wirral	35.8	35.2	34.4	33.3	2.5	WNF
Cumbria	Cumbria	32.3	31.3	30.3	29.3	3	WNF
Cheshire	Cheshire	29.1	0.33	0.67	1	1	non WNF
Cheshire	Warrington	29.0	28.9	28.6	28.2	0.8	non WNF

## Annex B

NI 161    AGREED BASELINES AND 3 YEAR LAA TARGETS 

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		baseline			
			2008/09	2009/10	2010/11
Gtr Manc	Salford		1059	1080	1103

# Annex B

## 162 AGREED BASELINES AND 3 YEAR LAA TARGETS

### baseline

			2008/09	2009/10	2010/11
Gtr Manc	Salford		100	100	120 prov

## Annex B

### NI 163      AGREED BASELINES AND 3 YEAR LAA TARGETS

	baseline	Dec-06	2008/09	2009/10	2010/11	% Change
Lancs	Blackpool	57.9%	5.2	7.8	10.3	10.3
Lancs	Blackburn	61.6%	67.18	69.04	70.9	9.3%
Lancs	Lancashire	68.6%	5.58	7.4	9.3	9.3
Merseyside	Knowsley	54.2%	6.1	8.2	10.3	10.3
Merseyside	Halton	60.2%	65.4	67.8	69.5	9.3%
Merseyside	Liverpool	61.2%	66.78	68.64	70.5	9.3%
Merseyside	Sefton	67.4%	5.6	7.4	9.3	9.3
Merseyside	St. Helens	61.3%	66.8	68.7	70.6	9.3%
Cheshire	Cheshire	72.7%	78.3	80.2	82	9.3%
Cheshire	West Cheshire	71.3%	76.9	78.7	80.6	9.3%
Cheshire	East Cheshire	73.9%	79.5	81.3	83.2	9.3%
Cheshire	Warrington	71.5%	73.4	75.2	80.8	9.3%
Cumbria	Cumbria	70.6%	74.3	76.1	78.4	7.8%
Gtr Manc	Bolton	67.1%	72.7	74.5	76.3	9.2%
Gtr Manc	Bury	68.3%	L	L	L	
Gtr Manc	Manchester	65.7%	69.4	71.3	73.2	7.5%
Gtr Manc	Oldham	61.6%	65.6	66.7	68.4	6.8%
Gtr Manc	Rochdale	62.3%	64.4	66.5	68.7	6.4%
Gtr Manc	Salford	63.5%	65.5	68.5	72.8	9.3%
Gtr Manc	Stockport	76.0%	81.6	83.5	85.3	9.3%
Gtr Manc	Tameside	63.0%	5.6	8.8	9.3	9.3
Gtr Manc	Wigan	61.7%				

## Annex B

### NI 164      AGREED BASELINES AND 3 YEAR LAA TARGETS

#### baseline

		Dec-06	2008/09	2009/10	2010/11	% change
Cheshire	Cheshire	53.8	58.5	60	61.6	7.8
Cheshire	West Cheshire	54.4	59.1	60.6	62.2	7.8
Cheshire	East Cheshire	53.2	57.9	59.4	61	7.8
Gtr Manc	Stockport	57.5	62.2	63.8	65.3	7.8
Gtr Manc	Bolton	44.1	48.2	49.5	50.9	6.8
Gtr Manc	Rochdale	40.2	41.9	43.5	45.2	5
Gtr Manc	Tameside	39.8	41	6.4	6.8	6.8

## Annex B

### NI 165 AGREED BASELINES AND 3 YEAR LAA TARGETS

#### baseline

		Dec-06	2008/09	2009/10	2010/11	% change
Lancs	Lancashire	25.1	27.1	28.1	30.08	4.98
Lancs	Blackburn	22.7	23.7	24.7	25.7	3
Cumbria	Cumbria	25	26.2	27.4	28.6	3.6
Gtr Manc	Oldham	20.5	21.4	22.3	23.5	3
Merseyside	Liverpool	23.1	0.75	1.5	2.5	2.5

## Annex B

### NI 166      AGREED BASELINES AND 3 YEAR LAA TARGETS

		baseline						
		1997-2006 average baseline	3 year LAA target %	2008/09	2009/10	2010/11		
Lancs	Blackburn	94.4	2.4	94.9	95.8	96.8	option 2	ratio to NW
Lancs	Blackpool	84.5	2				option 2	ratio to NW
Lancs	Lancashire	98.6	0	£ 447.50	£ 465.00	£ 482.50	option 2	ratio to NW
Merseyside	St. Helens	96.3	1*	96.41	96.39	96.62	option 2	ratio to NW
Merseyside	Knowsley	2.43	2.6			2.6	option 1	growth rate

## Annex B

### Local Indicators

		Description	Baseline	2008/09	2009/10	2010/11
Lancs	Blackburn	NI 116 Children in Poverty				
Lancs	Blackpool	NI 161 Learners achieving a level 1 qualification in literacy.				
Lancs	Blackpool	Visitor numbers				
Lancs	Blackpool	Visitor Spend				
Lancs	Blackpool	Decrease the number of overall working age benefit claimants in the LEGI target area (20% worst IMD LSOAs) by 4,000 by 2017 (source: NOMIS); (as per LEGI proposal).			12.1	
Lancs	Blackpool	Visitor satisfaction				
Lancs	Blackpool	Within the NRF district a reduction 2007-08 of at least 1.6% points in the difference between the overall benefits claim rate for those living in the local authority wards identified by DWP as having the worst initial labour market position.			18.4	
Lancs	Blackpool	Number of workless clients engaged in work focussed support (eg Jobfairs, community events etc)			1000	
Lancs	Blackpool	Number of residents assisted towards employment, and completing at least one agreed work-focussed action (e.g. basic skills, health management, job search, volunteering, work experience, job trials, CV preparation, in-work benefits analysis, other training) OF WHICH (BELOW):			500	
Lancs	Blackpool	The number of workless people living in Blackpool's five wards with the poorest			120	
Lancs	Blackpool	Number of Incapacity Benefit claimants two helped into self employment – beyond any test trading period – for at least 16 hours per week for 13 consecutive weeks.			62	
Lancs	Blackpool	LEGI Activity: Number of residents from the LEGI area accessing new skills			200	
Lancs	Blackpool	Increase our business stock (VAT stock per 1,000 population) to the regional average by 2017, a net increase of 1,000 businesses (as per LEGI proposal)				
Lancs	Blackpool	To support the sustainable growth, and reduce the failure of, local owned				
Lancs	Blackpool	- Rate of Growth of VAT Business stock				
Lancs	Blackpool	Escalate our (new) VAT registrations from 2.4 to 4.29 per 1,000 population by				
Lancs	Blackpool	To support the sustainable growth, and reduce the failure of, local owned businesses				
Lancs	Blackpool	- VAT Stock- VAT De-registrations VAT registrations				
Lancs	Blackpool	Increase our self employment rate to the national average by 2017, enabling				
Lancs	Blackpool	LEGI activity: Number of businesses in target area engaged and signed up to the new business communication strategy.				
Lancs	Blackpool	LEGI activity: Number of pre starts engaged in self employment advice, events, and training programmes				
Lancs	Blackpool	LEGI activity: Number of start ups created (of which social enterprises)				
Lancs	Blackpool	LEGI activity: Number of pupils engaged in enterprising activities				
Lancs	Blackpool	LEGI Activity: Number of existing businesses directly assisted to improve their competitiveness, improve core business skills or invest in their business (including grant assistance) (excludes start ups listed separately above).				
Lancs	Blackpool	Bloomfield, Brunswick, Claremont, Park, Talbot			32.1	
Lancs	Blackpool	NI 162 learners achieving an entry level qualification in numeracy				
Lancs	Blackburn	Young people on the path to success; promote opportunities and prosperity for all; reduce worklessness; reduce economic inequalities				10.2
Lancs	Blackburn	Reduce worklessness; promote opportunities and prosperity for all	1149		1484	1529 1594
Lancs	Blackburn	Promote a thriving business environment	105		110	115 120
Lancs	Blackburn	Promote opportunities and prosperity for all; lives free from poverty; reduce economic inequalities	£424.50		£430	£435 £445.70
Lancs	Blackburn	Promote opportunities and prosperity for all; promote lives free from poverty; reduce economic inequalities; preserve dignity and independence				
Lancs	Blackburn	Promote a thriving and diverse business environment	£85.00		£90	£95 £100.00
Lancs	Blackburn	Build stronger, more involved communities; promote a thriving third sector				
Lancs	Blackburn	Promote a thriving business environment; promote opportunities and prosperity for all	19.5		20.15	20.8 21.45
Gtr Manc	Bolton	Marked NI 116 L no detail available in Draft LAA?				
Gtr Manc	Bolton	Local Indicators				
Gtr Manc	Bolton	Proportion of children in poverty		NI 116		Draft target not set.
Gtr Manc	Bolton	Number of households in temporary accommodation		NI 156		Local indicator. Draft target.
Gtr Manc	Bolton	Major planning applications speed		NI 157		Draft target not set.
Gtr Manc	Bolton	Decent council homes (pending housing review)		NI 158		Local indicator. Draft target.
Gtr Manc	Bolton	Tenant satisfaction with landlord services (pending household services)		NI 160		Local indicator. Draft target.
Gtr Manc	Bolton	VAT registration rate		NI 171		Draft target not set
Gtr Manc	Bolton	Flows onto incapacity benefits from employment				Local indicator. Draft target not set.
Gtr Manc	Bolton	Bolton new business start-up rate (above existing level)				Local indicator. Draft target not set.
Gtr Manc	Bolton	Number of jobs in Bolton Town Centre				Local indicator. Draft target not set.
Gtr Manc	Bolton	Strategic developments progress – scheduled project starts on time				Local indicator. Draft target set.
Gtr Manc	Bolton	Strategic developments progress – scheduled project completions on schedule				Local indicator. Draft target set.
Gtr Manc	Bolton	Value of Town Centre planned development investment over next decade.				Local indicator. Draft target not set.
Gtr Manc	Bolton	Total inward investment since April 2008				Local indicator. Draft target not set.
Gtr Manc	Bolton	Condition of unclassified roads				Local indicator. Draft target set.
Gtr Manc	Bolton	Private Sector Decent Homes				Draft target early 2009
Gtr Manc	Bolton	Housing advice service: preventing homelessness				Local indicator. Target not set.
Gtr Manc	Bury	NI 161 Learners achieving a level 1 qualification in literacy.			514	524 535
Gtr Manc	Bury	NI 162 Learners achieving an entry level 3 qualification in numeracy			84	94 104
Gtr Manc	Bury	NI 163 TBC				
Gtr Manc	Bury	Number of individuals gaining vocationally relevant qualifications				Existing reward target
Gtr Manc	Bury	Number of people that are helped by Bury Employment Group into sustained employment of at least 16 hours per week for 13 consecutive weeks or more				Existing reward target

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Gtr Manc	Bury	Number of businesses in the digital and creative sector, as measured by the Standard Industrial Classification (2003) by the Office for National Statistics			Existing reward targets		
Gtr Manc	Bury	Number of cases accepted by Bury Council under the homelessness legislation as reported on P1E forms			Existing reward target		
Gtr Manc	Bury	Football in Bury town centre					
Gtr Manc	Bury	Rental values in Bury town centre					
Gtr Manc	Bury	Rental yield in Bury town centre					
Gtr Manc	Bury	Business stock (VAT Registrations at End of Year)					
Lancs	Lancashire	NI 152 working age people on out of work benefits					12.2
		Number of Lancashire people in receipt of IB or Lone parent benefit helped by LCC. Working in partnership into sustained employment	0	482 over 3 years			
		Number of new businesses established above business sustained for a minimum of 12 months	604	2014 over 3 years			
		NI 171 New business registration rate	501	1693 over 3 years			
Gtr Manc	Manchester	NI 164 qualifications level 3 working age population qualifications to at least level 3.			54.5	55.8	57.2
Gtr Manc	Manchester	NI 165 qualifications level 4 working age population qualifications to at least level 4.			35.6	36.4	37.3
Gtr Manc	Manchester	Modal shift-% of journeys made into the City Centre by mode other than private car	64%	67.6%			
			(May 06)				
Gtr Manc	Manchester	Working age population qualified to at least level 4	NI 165		35.60%	36.40%	37.30%
					34.00%	(+/-2.7%)	(+/-2.7%)
					(+/-2.7%)	(+/-2.7%)	
Gtr Manc	Manchester	Working age population qualified to at least level 3 (MAA)	NI 164		54.50%	55.80%	57.20%
					51.7% (Dec 06)	(+/-2.9%)	(+/-2.9%)
Gtr Manc	Manchester	Qualifications level 4 Working age population qualified to at least level 4			32.10%	33.50%	34.90%
					(+/-2.6%)	(+/-2.6%)	(+/-2.6%)
					(Dec 06)		
Gtr Manc	Manchester	Number of people self employed			9.20%		
					(Jun07)	9.6%	10.10%
							10.50%
Gtr Manc	Manchester	Companies	17,250		17,283	17,317	17,350
Gtr Manc	Manchester	Total number of companies in Manchester	-2006				
Gtr Manc	Manchester	Total Employment Base	306,100		316,400	326,700	337,000
			-2006				
Gtr Manc	Manchester	50% home ownership by 2010/11			46%	48%	50%
					45% (2006)		
Gtr Manc	Manchester	Number of affordable homes delivered			840	840	840
					NI 155		
					290 (2006/7) (**)		
Gtr Manc	Manchester	% decent social and private homes			67.60%	75%	81%
					63.7% (2007/8)		
Gtr Manc	Oldham	NI 161,162,164,166					
Gtr Manc	Oldham	Leamers achieving a level 1 qualification in literacy	161				
Gtr Manc	Oldham	Leamers achieving an entry level 3 qualification in numeracy	162				
Gtr Manc	Oldham	Working age people qualified to at least level 3 or higher	164				
Gtr Manc	Oldham	Skills gap in the current workforce reported by employers	174				
Gtr Manc	Oldham	Average earnings of employees in the area	166				
Gtr Manc	Oldham	VAT registered businesses in the area showing growth	172				
Gtr Manc	Oldham	People falling out of work and onto incapacity benefits	173				
Gtr Manc	Oldham	NI 182 Satisfaction of businesses with local authority regulation services					
Gtr Manc	Oldham	NI 183 Impact of local authority regulatory services on the fair trading environment					
Gtr Manc	Oldham	Increase the number of adults aged 16 or over achieving literacy, numeracy or language qualifications at entry level 3, level 1 or level 2 from 3,820 to 4,001					
Gtr Manc	Oldham	The number of people who have been claiming an incapacity benefit and living in one of the 7 priority wards helped by Oldham Partnership into sustainable employment of at least 16 hours per week for 13 consecutive weeks or more					
Gtr Manc	Oldham	VAT registration rate					
Gtr Manc	Rochdale	NI 116 Proportion of children in poverty			25.2	24.7	24.2
Gtr Manc	Salford	NI 151 Overall employment rate (working age)					
Gtr Manc	Salford	NI 164 Proportion of working age population qualified to at least level 3 or higher					
Gtr Manc	Salford	NI 166 shown as L in main matrix but no details shown					
Gtr Manc	Salford	Working age population qualified to at least level 3 or higher	71				
Gtr Manc	Salford	Adults with learning difficulties in employment	13.50%		18	22.4	26.9
Gtr Manc	Salford	Adults in contact with secondary mental health services in employment	5.6		5.9	6.3	6.8
Gtr Manc	Salford	Local Indicator to be determined for Self Employment	8.1		8.3	8.5	8.7
Gtr Manc	Salford	Employee earnings (gross weekly pay £) (Growth of local economy)	421.6		431.6	441.6	451.6
Merseyside	Sefton	NI 164 Working age population qualified to at least Level 3 or higher			47.9	49.7	51.5
Gtr Manc	Stockport	NI 161 Leamers achieving a Level 1 qualification in literacy*					
Gtr Manc	Stockport	NI 162 Leamers achieving an Entry Level 3 qualification in numeracy*					
Gtr Manc	Stockport	NI 168 Principal roads where maintenance should be considered					
Gtr Manc	Stockport	NI 171 New business registration rate					
Gtr Manc	Tameside	NI 161 Leamers achieving a Level 1 qualification in literacy*					
Gtr Manc	Tameside	NI 162 Leamers achieving an Entry Level 3 qualification in numeracy*					
Gtr Manc	Tameside	NI 171 VAT registration rate					
Gtr Manc	Tameside	NI 173 People falling out of work on to capacity benefits					
Gtr Manc	Trafford	MARKET NI 161 LOCAL CANNOT FIND INFORMATION					
Cheshire	Warrington	NI162 Leamers achieving an entry Level 3 qualification in numeracy					
		NI161 Leamers achieving a Level 1 qualification in literacy					
Merseyside	Wirral	NI 163 NVQ level 2 skills participation			3283	3299	3316
Merseyside	Wirral	(L) NVQ level 2 skills participation			3283	3299	3316
Merseyside	Knowsley	(L) Narrowing the gap on the employment rate across the Borough for incapacity clients and lone parent				227	

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	Liverpool	Local Indicator- number of jobs and % in Knowledge Economies	Total Jobs (2006) – 226,432	232,954	236,285	239,664
			Know Jobs (2006)- 25.7%	25.90%	26.00%	26.10%

## **Annex C**

**Framework for Action: A Partnership response to the current economic downturn affecting both business and individuals.**

**5th January 2009**

**Version 3.0 NWDA/JCP/LSC**

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# Annex C

## PURPOSE & SCOPE

In response to the current economic climate, regional partners have come together to further develop a collective response to support business and individuals. This Framework, developed by partners for partners and stakeholders, provides a framework for agencies to engage and respond collectively to business and individuals. It describes the mechanism of rapid and integrated public sector response to both businesses and their employees facing difficulties as a result of the current economic downturn. Businesses may need to take exceptional steps to safeguard their current competitive position which may result in redundancies. For those employees concerned, it is recognised that there is a need and opportunity, to proactively assist with up-skilling and training. This will help them to find new employment, as well as improving skills which, in the longer term, will enhance regional competitiveness for economic recovery.

The partners have reviewed the current provision and propose ways in which the collective response can be tailored and streamlined to meet the speed and scale of current circumstances. It is recognised that there are many effective and proven routes to intervention already established and delivered by public and private sector organisations. The framework presented here will underpin, rationalise and enhance our collective ability to monitor the situation and intervene in the most timely and effective manner. A more detailed plan (and toolkit) will continue to be developed which specifically focuses in more detail on the service offer to individuals, not only for those people at risk of redundancy and newly redundant, but for the longer term unemployed and new entrants to the labour market.

The scope of this paper will cover the following areas:

- The need for a mechanism for collective sharing of intelligence to support business, partners and the Joint Economic Council.
- Acting on notification of redundancy to assemble the appropriate response team from relevant partners to meet specific company needs
- Delivery of appropriate solutions to secure the competitive position of the business and where job losses are inevitable, to assist those made redundant
- Ongoing monitoring and feedback on the effectiveness of that response

Whilst the paper sets out the framework for engagement and delivery response, it does not seek to address issues such as resource allocation to particular sectors or companies. This will be considered by the partners when further information is available.

The framework outlines two distinct but linked stages, that of data capture and reporting and delivery of appropriate support. The paper sets out recommended approaches for both stages.

## 1. INTRODUCTION

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The UK is experiencing a sudden economic slowdown as a result of the global credit crunch. Many companies, particularly SMEs, are already experiencing significant challenges in maintaining a viable business. Following a period of relatively strong growth and a continued shift towards service sectors, the NW has witnessed a notable increase in company closures and major redundancies, a trend expected to continue. Recent data shows that employment is already falling in construction and private sector services. In particular; companies have experienced loss/reduction in credit lines and/or markets, resulting in redundancies and closures or the need to take exceptional steps to stabilise. The effects of the downturn are being felt in key sectors such as manufacturing, financial services, construction & real estate, professional services, retail, hospitality & leisure and whilst these impact across the wider Northwest, we will see strong spatial impact in Manchester/Liverpool with financial, professional services and construction sectors and in Chester within the financial services sector.

During the last economic recession, 20% of businesses failed, almost three times the normal rate of attrition, in today's terms equating to around 35,000 closures per annum across the North West, compared with a normal figure of around 8,000. This provides a benchmark for the scale of the situation and therefore, the need for co-ordinated, targeted and responsive action.

Current economic data is showing some worrying signs that the recession may be deeper than first envisaged

### **Employment Rate**

Northwest - rate at 71.0%, down by 1.3 percentage points (47,000 less people in employment) compared to the last quarter figures, and down by 1.7 pp (62,000 people) compared to a year ago. These are notably the largest absolute falls of any UK region/nation.

England - rate at 74.4%, down by 0.4 pp (109,000 people) compared with last quarter and down by 0.4pp (59,000 people) compared to a year ago.

### **Unemployment Rate**

Northwest - rate at 7.2% (equivalent to 243,000 unemployed), up by 0.8pp (24,000 more unemployed) compared to last quarter and up by 1.4pp (46,000 people) compared to a year ago.

England - rate at 6.1% (1.million people), up by 0.4pp compared with last quarter and up by 0.9pp compared to a year ago.

ONS December 08 statistics covering the period August - October

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### **NorthWest Redundancy figures** source JCP HR1 returns (20+ redundancies only)

October 4251	November 4065
-----------------	------------------

Previous month's data had only been collated for 50+ redundancies

In particular, the downturn is likely to bring a range of challenges affecting the problem of rising unemployment including:

- Redundancies and a freeze in recruitment across various sectors but especially in construction, real estate, financial services, hospitality, leisure and retail;
- An increase in the on-flows onto Job Seekers' Allowance and the need for partners to focus more efforts in the short term on tackling the inflow in addition to the stock of unemployed;
- A reduction in entry level and low-skill employment opportunities, making it harder to tackle long term worklessness and particularly young people.
- A potential short term contraction in company training budgets, affecting workforce development activity and other discretionary employment practices.

In the Northwest, building upon the existing partnerships, a mechanism of rapid and integrated public sector partner engagement and response to both businesses and their employees facing difficulties has been agreed. Companies need to take exceptional steps to safeguard their current competitive position and in some cases, this may result in redundancies. For those employees concerned, there is a need, and opportunity, to proactively assist with upskilling and training to help them to find new employment. Both engagements will ultimately enhance regional competitiveness in the longer term.

This framework proposes how the North West partners might respond to this situation by developing a rapid, co-ordinated and effective response, incorporating best practice and targeting those companies directly affected.

The public sector partners include, but not exclusively, NWDA, Business Link North West (BLNW), Government Office NW (GONW), Local Authorities (LA), sub-regional partners and investment agencies (SRP), regional cluster organisations (RCO), BERR, Learning & Skills Council (LSC) and Jobcentre Plus (JCP). In addition, this co-ordinated response also seeks the engagement of HE and FE and private sector partners, including the CBI, Engineering Employers Federation (EEF), and the Federation of Small Businesses (FSB). Many professional institutes and agencies (e.g.FSB, CoC) provide legal services which include redundancy support, and members need to actively engage with these bodies. Trade Unions and ACAS will be actively involved, especially in the case of major closures and their experience and contribution is also recognised and sought.

Businesses will face differing degrees and types of distress and will take action to re-stabilise their commercial position. There is a range of public sector business support solutions available to assist them. The government has recognised that

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despite private sector provision, latent demand continues to exist, in that businesses do not always recognise what might assist them to be more competitive. For this reason, the public sector routinely engages with business via a number of interfaces e.g. BLNW, RCOs, LAs etc., to capitalise on the opportunity for further growth and investment. Partners will explore every avenue to address the current economic crisis by developing a common understanding of what is happening to our business community and taking appropriate action to mitigate the negative effects of the current crisis.

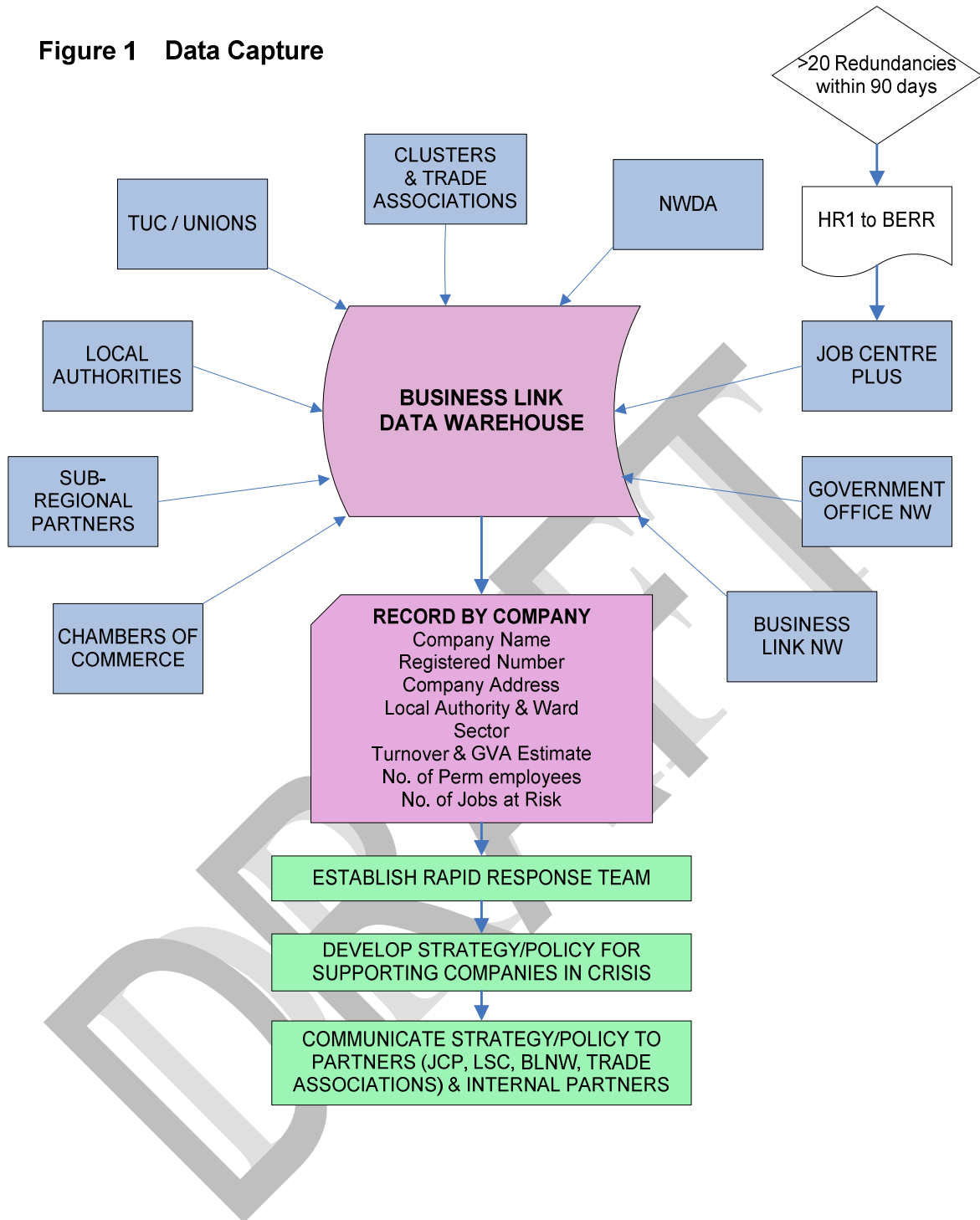
There are many existing effective and proven routes to intervention delivered by public and private sector organisations. The partners have reviewed the current provision and the recent flexibilities announced by Government, and are proposing ways in which the collective response can be tailored and streamlined to meet the speed and scale of current circumstances. Broadly, this is comprised of two distinct but linked stages, that of data capture and reporting (Stage 1:), and delivery of appropriate support (Stage 2:) which may run in parallel or in series.

### **2. STAGE 1: INTELLIGENCE GATHERING**

In the current economic climate, it is essential to have good intelligence to inform policy making and precipitate appropriate delivery action. It is important that the intelligence should aim to identify as early as possible, when a business faces issues in order to facilitate the correct support for those businesses. It is a requirement that everyone, particularly those within the response team for a specific company, contribute to ongoing data capture and monitoring. The reasons behind the business challenges and their impact must be understood and recorded so that a tailored response can be delivered. The outcome of such interventions must be fed back to enable the partners to better respond to other businesses in a similar situation. The overall logic is presented below.

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**Figure 1 Data Capture**



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### 2.1 Sources of Business Intelligence

There are a number of sources of company intelligence, some of which are gathered in a systematic and structured way and some of which are gathered in a more ad-hoc, unstructured format. Ultimately, we seek to provide consistent and regular reporting across all datasets to all stakeholders over time.

In the short-term, we will identify those data which can be collated and disseminated quickly i.e. the structured data which includes:

- HR1 Notification of redundancy forms
- Distress indices for specific companies
- Industry sectoral view by RES priority sector

For the medium term, we will endeavour to provide both composite reporting and company specific reporting where requested and permissions have been granted.

The region has a number of organisations which capture data and generate intelligence on current economic conditions, including NWDA, BLNW, GONW, JCP, LSC, Sub-regional partners, Local Authorities, Chambers of Commerce, Regional Cluster Organisations, Trade Associations and Trade Unions.

For example:

- The NWDA has direct relations with business and together with RCOs, works with strategically important regional businesses and their supply chains.
- JCP receives redundancy data from BERR in the form of HR1 forms, through engagement with local businesses by phone, internet or in person and from Local Authorities. (N.B. For those companies intending to make less than 20 employees redundant there is no legal requirement to make notification. Therefore there is a risk of not identifying small scale redundancies and of not having visibility of job losses within small and micro businesses.)
- JCP on-flow and off-flow data measuring the number of claimants joining and leaving the unemployment register provides a volumetric view of Labour Market activity.
- BLNW maintains company details of over 100,000 businesses on their company database system. BLNW also holds additional data, refreshed monthly, on a total of 500,000 North West enterprises (including the 100,000) collated from many indicators. These indicators are determined from a wide range of sources including credit data agencies and non-commercial/statistical bodies that generate business indicators to track and monitor businesses in difficulty, e.g. Experian's Commercial Delphi.

This provides early indicators of financial stress to help identify those businesses that might be at risk, providing a proxy for the extent of that

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stress. For small and newly formed companies, where financial data may not be available, it is often the best indicator of the business's likely commercial integrity. These data will be used to direct immediate engagement with those businesses by BLNW, and delivery of the standard BLNW service.

- The LSC in the North West contracts with over 200 Train to Gain training providers who, between them, engaged with over 12,000 employers in the region last academic year. The continuing engagement that these providers have with employers means that, potentially, they can provide very rich intelligence on the health of both individual employers and the sectors within which they operate.
- Connexions collect data and can predict and evidence impact on young people.
- Local Authorities are able to provide intelligence on their local employers through a range of business facing teams, ranging from their Economic Development teams through to Environmental and Planning teams. In many cases strong relationships have been developed between the local business base and the LA, and it is through these links that LA's will be able to provide a wealth of soft and hard intelligence about those organisations who might be at economically at risk.
- Sub Regional Partners also have strong links with businesses in their sub region, offering business support and membership schemes. Through these linkages they will be able to provide a wealth of soft and hard intelligence about those organisations who might be facing additional challenges.
- It is worth noting the contribution that the TUC can make, and is often at the forefront of supporting both business and its members when difficulties are faced in the workplace. Their early interventions coupled with early brokerage to relevant organisations will be vital.  
Trade Unions offer a range of services to members, primarily but not exclusively related to employees' rights and benefits and are involved in all major consultations regarding redundancies.
- Other specific requirements, some statutory, are placed on public sector Agencies such as HMRC to gather intelligence. These bodies may already share data with NWDA and other public sector partners that will also provide important intelligence.
- ACAS largely funded by BERR, is a non-departmental public body, governed by an independent Council. It is independent and impartial and leads on employment legislation including that relating to redundancies.
- The Bank of England interacts directly with about 400 significant companies across the Northwest and has made direct contact with over 1000 businesses in the last 12 months. Information gathered is not currently

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shared or made available, but a suitably confidential mechanism could be explored.

- Commercial data sources including banks provide general trend information and financial data agencies provide specific detailed data which may be purchased.
- Business Trade Associations have a good understanding of their sectors and current economic conditions based on evidence from their members, and can provide a snapshot of their sub-set of the full business base.
- Many businesses employ temporary or contract staff and these jobs are the first to be dismissed. It may be possible to access data from Employment Agencies as an early indication of difficulties in particular sectors.
- Many businesses employ temporary or contract labour to manage fluctuations in demand and these jobs are the first to be dismissed. The people involved will be employed as either company temps or Agency temps and job losses in these groups can be significant, swift (within a week) and will not be captured by formal processes such as the HR1. They do however give an early indication that a business may be in distress.

### 2.2 Data Warehouse

BLNW has the most comprehensive, region-wide and appropriate data warehouse for data capture, storage, access and dissemination of both structured and unstructured data and therefore would be an ideal repository for all sources of intelligence. In addition to being the main regional provider of company distress indices for 500,000 enterprises, BLNW is currently in discussions with BERR to receive HR1 forms directly, which will allow consistent access to information.

For unstructured data, we look to partners to offer their data to the data warehouse for access by themselves and dissemination to other partners, where permissions have been granted. We propose that partners during the course of their own engagement pro-actively seek the opportunity for disclosure of that data to the data warehouse and the further engagement with BLNW to access the wider business support offering. BLNW will also proactively seek the permission to release specific company details to each relevant Local Authority, specifically to the Heads of Economic Development (initially, stress index data).

#### Data Capture

BLNW will provide dedicated resource to assist with data capture (especially ad hoc information that requires further prompting for more details). This resource will ensure that the data itself has been classified in one of two ways:

- to note and report to inform policy making
- to record company specific action

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and where necessary, prompt partners for further updates. To work effectively it is incumbent on everyone involved to be proactive with regard to feeding data forward into the data warehouse, so that the information held is up to date at all times.

The primary sources of information for the Business Performance Indicator (BPI) database will be Business Link CRM, Experian business database, and JCP redundancy notifications. These sources automatically update the database; the Experian data is updated monthly and is the largest component of the database by a significant margin. Data capture will vary depending on the type of interaction with Business Link:

- a) When a partner organisation contacts business link for help via the phone system BLNW will collect data during the course of the interaction and record it on the BLNW CRM system, this in turn will update the BPI database which will specifically highlight the organisations that have been assisted and supply contact details for those who provided the support.
- b) For Partners who use the Web Site BLNW will gather information in two ways:
  - Generate a “Pop up” form that will ask some basic questions, the data gathered here will be in a pre-defined format and will allow for import into the NWBL CRM which in turn will update the BPI database.
  - The Web Site which houses the BPI database has been constructed on a “SharePoint Platform” and will afford partners the chance to post ad hoc reports in a repository as well as start discussions or post comments to existing discussions. This will also allow for some RSS feeds which could provide meaningful context to the Web Site. The Web Site repository would allow for another outlet for BLNW / NWDA marketing of new products or offerings

### Data Dissemination

BLNW will provide intelligence reports on a monthly basis, these reports will show summarised data and trends for various geographies and sectors. The graphical and tabular reports will be complimented by relevant anecdotal data. The circulation lists for these reports will need to be defined and the recipients of the reports will be offered the chance to request additional information or change the format of their specific report, this will be co-ordinated by the BLNW relationship management team. In summary the data will be available in three primary ways:

- a) When a partner contacts NWBL to seek help and direction a dedicated member of the data team will be able to process their data needs and provide a tailored response to them, this would most likely be done via E-Mail with a PDF style of report as an attachment or maybe by spreadsheet if more data were required. This will also be an opportunity for Business Link to highlight if this company is already a business link customer and what support they have received historically, it will also highlight the contact details of the BL broker

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who has worked with this company and their contact details. It is envisaged that the majority of these calls will be processed by the bespoke response team and all further support will be recorded on the BL CRM system which in turn will update the data warehouse.

- b) BLNW can grant partners access to their Web Enabled data base. Depending on their requirement, and access rights, they could limit the data they can see to the appropriate level for their region/cluster. The Web Access will be simple to use and will be supported by a dedicated help desk number for partners.
- c) More detailed analysis can be offered from the data team at BLNW, this would be a more significant piece of analysis that would be directed by BL's relationship management team. It is difficult to predict the format for this type of data requirement as each region and cluster has very different issues in the current economic climate. BLNW will work with the Strategic Partners to deliver these pieces of work, over the next few weeks.

We need to recognise that BLNW will be working with partners regarding data protection, so as to ensure that we all can share data whilst remaining within the limits of the Data Protection Act, as we all progress through these complexities we will include an Appendix in this Framework that will cover this area of work.

### 3. STAGE 2: DELIVERY OF SUPPORT

There are three main avenues for action, determined by the risk the business and individuals face:

- The first, a *comprehensive* approach, seeks to deliver appropriate business support measures across the entire spectrum of a business's activity.
- The second is a more specific *people-based* intervention, when a business has made a notification of possible redundancies to BERR, (information which may not be in the public domain at this stage), primarily delivered by JCP with LSC.
- The third approach focuses on supporting individuals already unemployed through working with employers to provide potential employment opportunities, primarily delivered by JCP, but with an onus on public sector organisations to support this.

The comprehensive and people-based interventions are illustrated in Figures 2 and 3. The offers to both business and individuals are being worked up in more detail with all partners concerned, through the existing mechanisms of both the BSSP Regional Board and the Regional Skills and Employment Board (RSEB).

#### 3.1 Comprehensive Response

The flowchart in Figure 2 sets out a business-focused intervention route for use when a business faces a certain stress from which it may or may not be able to

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recover. This will differ in terms of nature and impact for large companies compared to that offered to SMEs.

The data warehouse can be used to record priorities for support to be deployed. Ideally this will be effective in staving off or minimising potential redundancies, but is also used to help stabilise businesses who have already made roles redundant, and thus mitigate against further losses which might lead to eventual closure. In addition, BLNW will provide assistance on the process required to close a business, should recovery be impossible.

The explanatory paragraphs below develop the scope of actions at each stage of the intervention,

- A response team will build upon the existing mechanisms and protocols for responding to large scale redundancies in the region, by widening the response to ensure that business support is provided to the company to help re-establish its competitive position alongside support for those individuals most at risk of redundancy. Where the initial support for the company is related to business stabilisation, the client management will be provided by NWDA, BLNW, Local Authorities and sub regional investment agencies as appropriate, dependant on size and nature of key accounts. Wherever large scale redundancies are unavoidable, the support will be led by JCP, engaging with the relevant local authorities and other partners. Where necessary, in the case of especially large or sensitive redundancies, the NWDA is likely to take the lead
- The lead contact will ensure that a suitable Business Diagnostic is carried out. This will build on the initial company record information and anything already known about cash position, root cause and time horizon. The diagnostic should be comprehensive, capturing information in a structured form – any established Key Account Plan from existing ongoing activity could be used with little/no modification for this purpose.
- This is an ideal time to understand the skills base of the business, and to prepare employees for the future. In fact research shows that companies that invest in training during a recession are less likely to close than those companies that do not, 27% of companies that did not invest in training closed between 1998 and 2004 as opposed to 11% of those who did invest in training. The flexibilities announced with Train to Gain will allow support for SMEs to continue to invest in their people during the current economic conditions.
- *It is mandatory for companies to notify the Secretary of State for Trade and Industry of a proposal to dismiss 20 or more employees as redundant, at one establishment, within a period of 90 days or less. Notification to BERR is via the HR1 which must be forwarded before any notices of dismissal are issued and a copy of the HRI must be given to the representatives of the employees being consulted.*  
<http://www.insolvency.gov.uk/pdfs/rpforms/hr1.pdf>

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*For between 20 and 99 redundancies at one establishment, the employer must notify BERR at least 30 days before the first dismissal.*

*For 100 or more redundancies at one establishment, the employer must notify BERR at least 90 days prior to the first dismissal.*

- JCP receives copies of all HR1 forms and contacts all companies to discuss and agree the type and level of support the company require to handle the redundancy situation. Presently, BERR regulations prohibit the sharing of HR1 forms with other public sector partners unless the permission of the company has been expressly obtained. (as mentioned earlier, BLNW are negotiating with BERR for access to this data) Thus JCP may well be in a position to engage with the company before the relevant company record is available in the data warehouse, but will proactively pursue their permission to release details to the database. Each Jobcentre Plus District has a lead redundancy co coordinator who will broker links with partners to ensure all avenues of support and funding are accessed as appropriate. This will provide the opportunity for early engagement with partners and facilitate delivery of a more comprehensive and earlier response to the business this will provide the opportunity for early engagement with BLNW and facilitate delivery of a more comprehensive and earlier response to the business. JCP can also access the Rapid Response Service (RRS) which is offered to every employer with 20 or more redundancies or employers in local communities who have been disproportionately affected by multiple smaller scale redundancies.
- A Rapid Response team will be established by JCP and will comprise JCP and Skills partners to lead the people-based intervention, and an appropriate business contact to lead the comprehensive business response described in 3.1. Appendix 2 details all relevant contact links.
- BLNW will provide a comprehensive portfolio of support utilising the standard suite of Business Support Products acting as the main gateway of access to these products. The full list of BSSP Products is available in Appendix 1 and at [http://www.nwda.co.uk/pdf/BSSP\\_ProductSummaries.pdf](http://www.nwda.co.uk/pdf/BSSP_ProductSummaries.pdf) and should be selected according to need and time horizon.
- It is important that partners reference all available forms of support to business during their engagement with them. Trade Associations and private sector bodies including the CBI, EEF, FSB and professional organisations engage directly with companies and individual members and provide a wide range of information, services and advice. These established relationships are highly valued and provide a further channel to signpost members to all additional sources of support.
- There is a wide range of local support available from Local Authorities, private training providers and Connexions. It will be important that we share all intermediaries contact details in order that we maximise the support available to businesses in an area, especially for micro-businesses. (Appendix 2 details all current contacts). Trade Unions and ACAS can provide specialised support, ACAS provides independent and impartial

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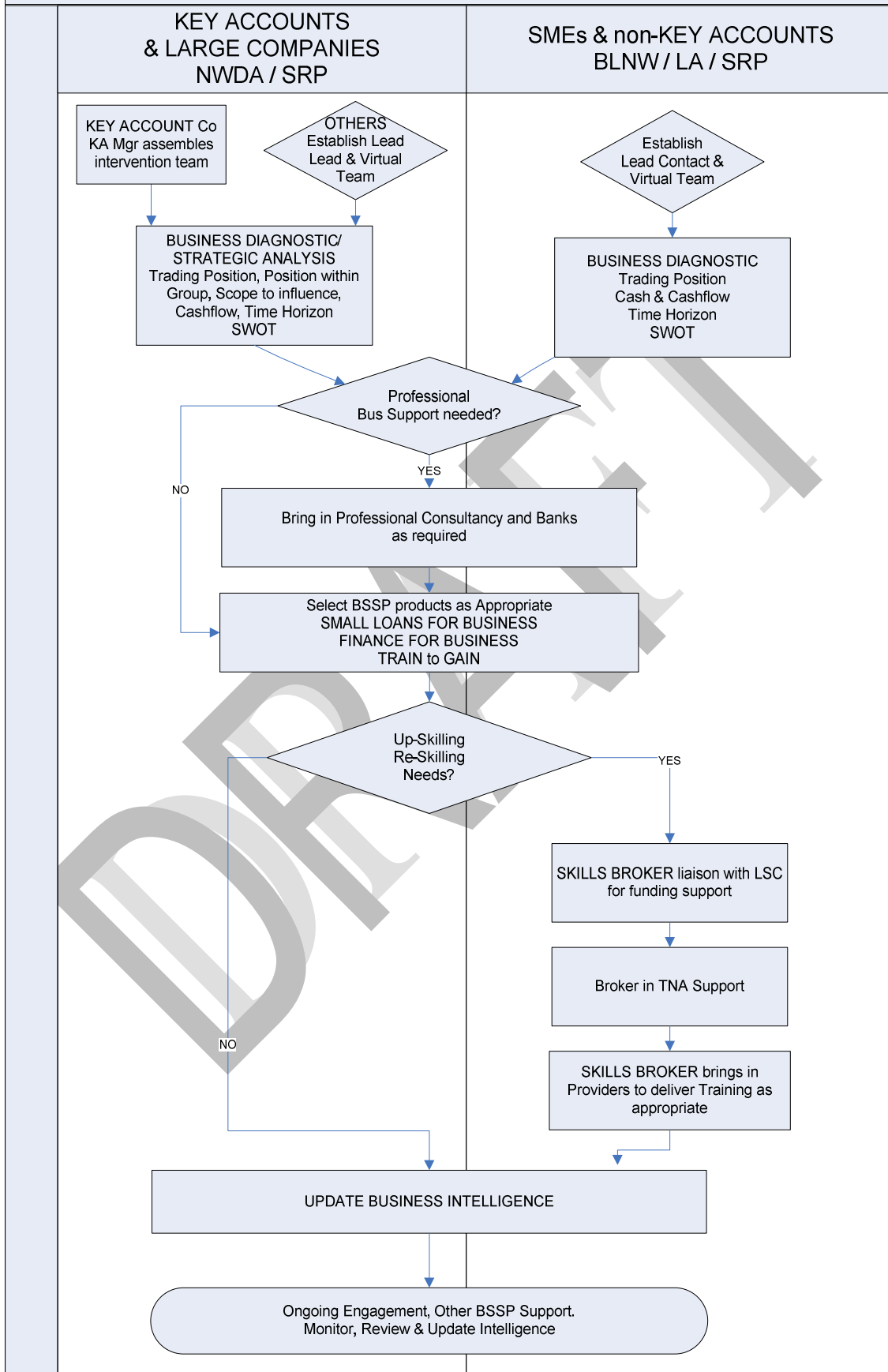
advice, guidance and training in all aspects of redundancy handling and the development of effective policy and procedures, along with in-depth advisory support in the "management of change" process to mitigate job losses and improve efficiencies (Acas helpline 0161-833-8512/8542)

- The BERR public helpline (0845 145 0004)  
This offers a service to individuals and employers around entitlement, and will only refer through to ACAS. We need to understand the numbers of Northwest individuals or organisations they deal with, and if significant, influence BERR to share this data with other Agencies who may be able to support employers/individuals on broader issues than just entitlement.

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**Figure 2 Business-based Intervention – Comprehensive Response Differs in terms of nature and impact for Large Companies and SMEs**



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### 3.2 People-based Intervention

The offer to individuals is based on:

- Individuals threatened with redundancy;
- Individuals made newly redundant;
- Individuals already unemployed; and
- Individuals entering the labour market for the first time.

A detailed plan has been developed by the RSEB which sets out what the service offer will be in the North West. JCP, LSC and the NWDA will align their investment to deliver this offer. Where there are gaps (spatial, product or volume) in the current service offer, the LSC will seek to address these through the use of ESF.

Sub-regional and local partners have requested that the regional partners set out in a clear way what support individuals affected by the downturn can expect from them. This will allow local partners to prioritise the investment of discretionary resources at their disposal (e.g. Working Neighbourhoods Fund) to ensure that local needs are most effectively met.

**The Offer (JCP and LSC) - for those at risk of redundancy or newly redundant**  
(See Appendices 3 & 4 for detailed offer)

Support will be customised to the needs of the individuals and can include:-

- **JCP Rapid Response fund and services**
- Including signposting to self-help channels and existing partnership services for those likely to move quickly into work, on site benefit advice, Day 1 eligibility for JCP programmes etc. The Rapid Response Fund will be used to fill any gaps the partnership offer. RRS will provide information about other jobs in the labour market, support workers to draw up CVs, improve their jobsearch skills and provide general information about claiming benefits.
- **Careers Advice**  
The Next Step service can offer careers information, advice, and guidance. Where required, individuals can be supported by a **Skills Health Check**. Drawing on robust information about the local labour market and related learning opportunities, support can be delivered one to one or to groups according to the particular circumstances.
- **Vocational Training**  
Individuals will be able to access training which can be customised to their individual circumstances and the local labour market conditions. Training could include Job-change training, Accreditation and certification of skills already developed in the work place, customised provision linked to other vacancies.
- **Skills for Life**  
Where individuals would benefit from support in developing their IT, numeracy, literacy and employability skills, the LSC can fund this type of provision

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- **Learning and Skills for All Fund**

The LSC and NWDA support a learning fund delivered under the auspices of Union learn/TUC. Under certain circumstance this fund may be called upon to support individuals threatened with redundancy.

- **Apprentices** Where apprentices are threatened with redundancy, a range of support measures are in place to find these individuals alternative employment and to complete their apprenticeship framework.
- **Business start up/social enterprise/self employment advice**

For individuals who are newly unemployed and during a claim for Jobseeker's Allowance, JCP provides:

- financial support is available through Jobseeker's Allowance for those who are available for work and actively seeking work
- advisers will help people make their claim and discuss labour market opportunities and options, drawing up a bespoke jobsearch plan and offering practical help and support (on applying for jobs, writing CVs, interview techniques and, in some cases, financial help with travel to interviews)
- Ongoing contact with Jobcentre Plus, through fortnightly jobsearch reviews and a series of increasingly intensive interviews at key stages of a claim, providing access to skills training.

The flowchart in Figure 3 sets out the people-based intervention that will come into play following the announcement of redundancies.

Although the two distinct areas of service provision – people-based and business-based – have been described separately in this paper, it is essential that they are seen to operate seamlessly by the company, whether in parallel or in series.

JCP has a well-established and co-ordinated process to deal with notified redundancies deployed via an escalated approach. This is dependant upon a range of factors including the degree of outplacement support made available by the company, whether or not the redundant workers have skills that are readily transferable to the local labour market and to address the direct needs of those being made redundant.

The local District Manager for JCP will determine which interventions are applicable for each redundancy situation, size of a redundancy not always being the sole determinant for the level of support prescribed. The table below gives examples of the type of support that can be offered.

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<p>For workers likely to move quickly into work and those already supported by contracted Outplacement</p> <ul style="list-style-type: none"> <li>• Signposting to self-help channels &amp; existing JCP services</li> </ul>	<p>For workers likely to move quickly into work and not already supported by contracted Outplacement</p> <p>Additional support might include</p> <ul style="list-style-type: none"> <li>• on-site benefit talks</li> <li>• Next Step CV</li> <li>• interview workshops</li> <li>• Referral to intermediaries</li> </ul>	<p>For workers likely to need help to move back into work and not already supported by contracted Outplacement</p> <p>Additional support might include</p> <ul style="list-style-type: none"> <li>• Resource centre, Next Step 1-1</li> <li>• Career advice, recruitment &amp; training events</li> <li>• Business start up,</li> <li>• Referral to basic skills training</li> <li>• Day 1 eligibility for JCP programmes if deemed to have significant local impact (Large Scale Redundancy)</li> </ul>	<p>Rapid Response Support.</p> <ul style="list-style-type: none"> <li>• For workers where a training need is identified at support as essential to secure sustainable employment</li> <li>• Skills Transfer Analysis to evaluate transferable skills and up-skilling needs followed by:</li> <li>• Referral to existing JCP/LSC funded provision or procurement of external training</li> </ul>
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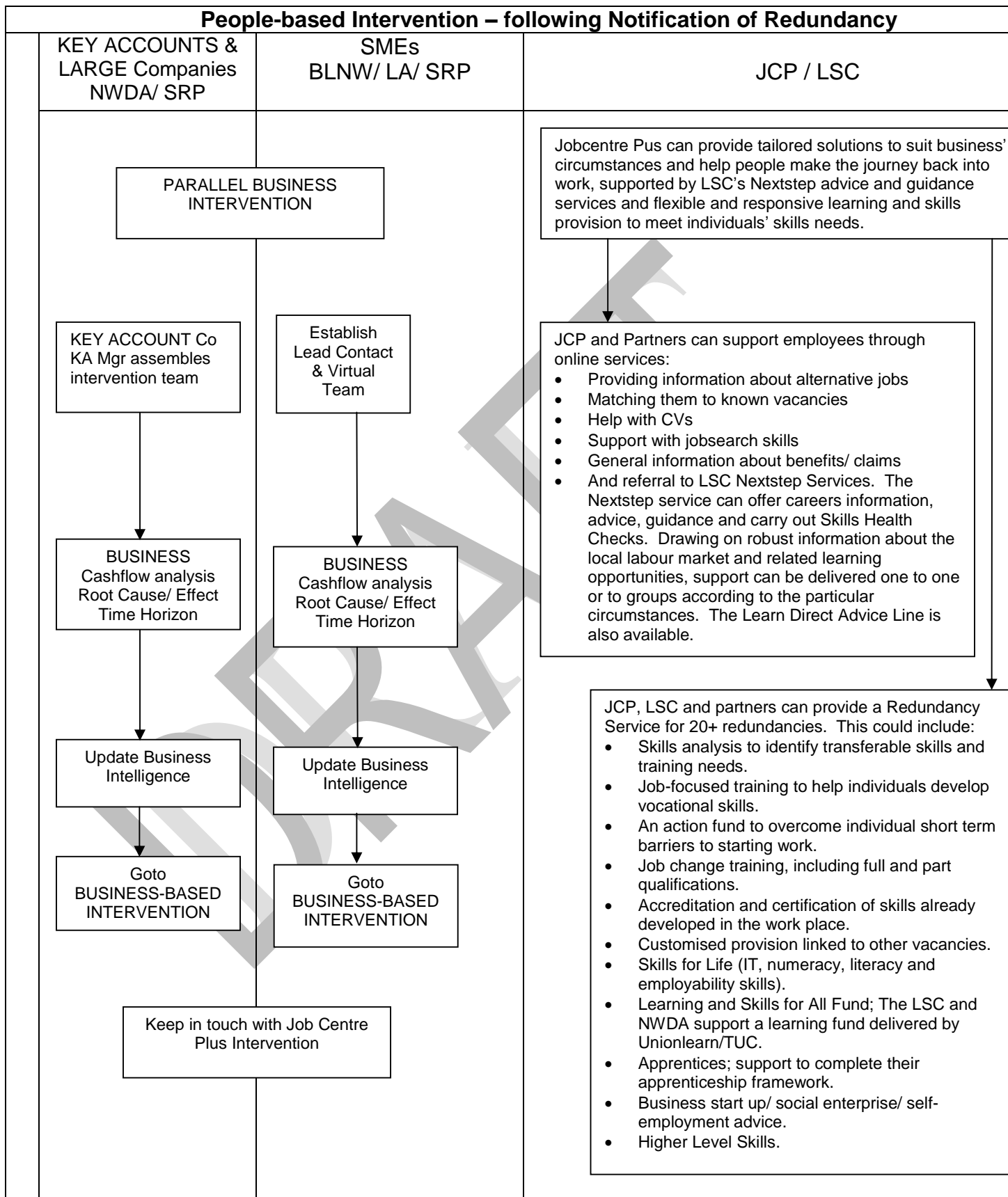
JCP will co-ordinate all activities to help those affected into alternative employment, liaising with a virtual team comprising NWDA, BLNW, LSC, LAs and SRPs.

In addition, **Flexible New Deal (FND)**, a tailored package of support suited to individual jobseeker needs will be phased in from April 2009 and will include:

- skills screening and Skills Health Checks leading to training if needed
- fast-track to intensive support for people facing greater barriers to work
- up to 12 months of intensive support from a back to work service provider, who will be paid for getting customers into jobs
- the guarantee of at least four weeks of work-focused activity to help an individual increase their chances of finding employment

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Figure 3



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### 3.3 Long term unemployed and worklessness

The number of people claiming out of work benefits remains very high and continues to be highly concentrated for certain benefits (Incapacity Benefit in particular), in many local neighbourhoods and amongst particular labour market groups (especially older workers, those with no qualifications and some minority ethnic groups).

Through a joint investment approach and with a variety of aligned funding streams partners are already providing a significant amount of additional provision and support for long term unemployed individuals to effectively access the provision and then allow progression from pre-employment through to Train to Gain. As the economic downturn bites those further from the labour market such as the long term unemployed/inactive are in danger of becoming more isolated as better qualified and those with employability skills are prepared to take lower level jobs. In the Northwest, partners recognise the necessity to continue with the strategy to support the long term unemployed.

Work in local areas to ensure a comprehensive offer is already underway, particularly in the Greater Manchester area where the IES trial includes mapping investment/provision/support in a local authority area and analysing duplication, need for future investment and system fixes required to make access and progression easier. This information will be invaluable to get the offer right and to provide next step advisors with the range of information they need to advise clients and refer to relevant provision.

In the longer term, there will continue to be strong demand at which will provide opportunities for claimants, provided they are able to gain employability and basic occupational skills.

For those people who have been unemployed and claiming benefit for some time, JCP is working with businesses to provide potential employment opportunities. This is through:

- Local Employment Partnerships – a deal between Government and employers to tackle the increasing recruitment and skills challenges of our labour market and economy;
- New Deal – which offers subsidies to employers and grants to cover the cost of training as part of the support package to help individuals prepare for their return to work;
- Work Trials – a risk free way for employers to try out a potential employee for up to 30 days at no cost for the business; and
- Access to Work – support for employers and individuals with disabilities to help them return to or stay in work.

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### **4. COMMUNICATIONS**

Communications to both stakeholders, businesses and individuals as to the support available needs to be clear and consistent. Promotional material being developed by partners should cross reference with the wide range of support and access routes available.

A series of events have already been held promoting the partnership approach and initial response. A communications plan is being developed by the partners.

### **5. EVALUATION AND MONITORING**

All Strategic Partners will be using existing monitoring and evaluation systems to assess the effectiveness of interventions to date, against a specific challenge and make further enhancements to the support available where appropriate. On the longer term, monitoring and evaluation systems will be developed to assess all forms of public sector support.

List of Documents

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### Appendix 1 BSSP Products

PRODUCT NAME	DESCRIPTION
<b>BUSINESS FINANCE</b>	
<b>Loans for Small Businesses</b>	<p>Loans to help small business owners, entrepreneurs and social enterprises start up and expand their business.</p> <p>Loans range between £3,000 - £50,000.</p> <p>Available to SMEs across the North West with a viable business plan, who have been unable to access finance from commercial sources.</p>
<b>Grant for Business Investment</b>	<p>A grant to support the acquisition of key assets such as buildings, plant and machinery and to support the creation of new jobs or to safeguard existing ones.</p> <p>The level of grant ranges from 10-35% of the total project cost depending on the location and size of the business. The minimum project size is £100,000.</p> <p>Available to SMEs across the North West and to larger companies in 'Assisted Areas'.</p>
<b>Venture Capital and Loan Funding</b>	<p>A combination of loan, equity and mezzanine funding to support business growth.</p> <p>Loans range between £50,000 - £250,000. Equity and Mezzanine finance is up to £2 million.</p> <p>Available to SMEs across the North West, with a viable business plan who have been unable to secure commercial finance.</p>
<b>Northwest Business Angels</b>	<p>A network of private equity investors who invest in new or expanding businesses.</p> <p>The level of investment ranges between £10,000 - £500,000.</p> <p>Available to entrepreneurs and SMEs across the North West.</p>
<b>ADVICE FOR NEW AND HIGH GROWTH BUSINESSES</b>	
<b>Start-Up</b>	<p>Free of charge assistance and advice to help people start up a business.</p>

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	<p>Provides advice and mentoring on all aspects of setting up and running a successful business from an assessment of a business idea to advice on business planning and finance. Also includes post start-up guidance.</p> <p>Available to all potential entrepreneurs.</p>
<b>High Growth Coaching</b>	<p>Free of charge support to create and develop new and existing businesses with high growth potential.</p> <p>Intensive individual coaching through workshops, networks and online resources to help businesses achieve rapid expansion and growth.</p> <p>Available to new businesses with a potential to create a turnover of £500k within three years, and established SMEs capable of achieving a minimum of 20% growth per annum.</p>
<b>INNOVATION &amp; EFFICIENCY</b>	
<b>Knowledge to Innovate</b>	<p>Free of charge support to firms who wish to introduce new or improved products, processes or services.</p> <p>Provides specialist advice and practical assistance to successfully implement innovation which could also involve the development of leadership skills as well as organisational and supply chain transformation.</p>
<b>Grant for Research &amp; Development</b>	<p>A grant to assist businesses with the cost of research and development of innovative products and processes. It can contribute to the cost of protecting intellectual property, staff costs, research trials, product testing as well as the development and demonstration of innovative low carbon technologies.</p> <p>Grants range between £20,000 - £500,000.</p> <p>Available to SMEs across the North West.</p>
<b>Innovation Vouchers</b>	<p>A voucher to enable businesses to fund research and development from a knowledge base institution (e.g. universities, colleges or private sector research establishment).</p> <p>Provides business with a voucher worth up to £3,000. This can be 'pooled' with other businesses to create a larger research project.</p> <p>Available to SMEs across the North West.</p>

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<p><b>Knowledge Transfer Partnership</b></p>	<p>Provides a postgraduate, for between 6 months and 2-3 years, to help a company deliver a new product, process or service, with the support of the 'parent' university or further education colleges.</p> <p>Available to all companies across the North West and provides a % subsidy towards the project costs.</p>
<p><b>Manufacturing Advisory Service</b></p>	<p>Assistance and funding to implement cost reduction and productivity improvements.</p> <p>Up to 50% funding for up to 30 days onsite consultancy and training support to implement process improvements for example LEAN and Six Sigma.</p> <p>Available to manufacturing SMEs across the North West.</p>
<p><b>Resource Efficiency</b></p>	<p>Assistance to manage resources, reduce operating costs and environmental risks.</p> <p>On-site support and guidance by a qualified advisor to identify and implement costs savings associated with resource efficiency.</p> <p>Available to all businesses across the North West.</p> <p>From January 2009 a grant of up to 50% of project costs (to a maximum award of £160,000) for the purchase of low carbon technologies.</p>
<p><b>TRAINING &amp; DEVELOPMENT</b></p>	
<p><b>Train to Gain: People Development</b></p>	<p>Funded provision of accredited training and development.</p> <p>Includes full or partial funding of vocational qualification up to NVQ4 level, subject to specific eligibility criteria and existing skills of the employee.</p> <p>Available to all businesses across the North West.</p>
<p><b>Train to Gain: Leadership &amp; Management</b></p>	<p>Funded provision of training and development for leaders and managers.</p> <p>Following a personal development plan, up to six leaders and managers per business, can receive a grant of up to £1,000 each (matched by £500 from the business) to spend on development provision.</p> <p>Available to businesses between 5 and 999 employees across in the North West.</p>

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INTERNATIONAL TRADE	
<b>International Trade Services</b>	<p>Assistance and funding to support preparation, entry and expansion into overseas markets.</p> <p>Individual coaching, access to workshops and networks, tailored information and online resources to help businesses prepare to trade internationally. Financial support towards the cost of participation in trade fairs,</p> <p>Introductions to overseas buyers, and foreign market intelligence.</p> <p>Available to all, UK based businesses across the North West. Where financial assistance is provided, for example with overseas visits, this is restricted to SMEs.</p>
<b>Export Credit Guarantee Scheme</b>	<p>Insurance policies for contracts involving the export of capital equipment and project related goods and services.</p> <p>Insurance is provided to UK exporters against risks such as non-payment by overseas buyers.</p> <p>Available to all, UK based businesses across the North West.</p>
SECTOR DEVELOPMENT	
<b>Sector Development</b>	<p>Sector specific information, networking, supply chain and business development opportunities for businesses in the following sectors:</p> <ul style="list-style-type: none"> <li>• Aerospace <a href="http://www.aerospace.co.uk">www.aerospace.co.uk</a></li> <li>• Automotive <a href="http://www.nwautoalliance.com">www.nwautoalliance.com</a></li> <li>• Advanced flexible materials <a href="http://www.nwtexnet.co.uk">www.nwtexnet.co.uk</a></li> <li>• Chemicals <a href="http://www.chemicalsnorthwest.org.uk">www.chemicalsnorthwest.org.uk</a></li> <li>• Food &amp; Drink <a href="http://www.foodnw.co.uk">www.foodnw.co.uk</a></li> <li>• Biotechnology, pharmaceuticals &amp; healthcare <a href="http://www.bionow.co.uk">www.bionow.co.uk</a></li> <li>• <b>Energy and environmental technologies and services</b> <a href="http://www.envirolinknorthwest.co.uk">www.envirolinknorthwest.co.uk</a></li> <li>• Digital and Creative <a href="http://www.visionandmedia.co.uk">www.visionandmedia.co.uk</a></li> <li>• Financial &amp; Professional Services <a href="http://www.pro-manchester.co.uk">www.pro-manchester.co.uk</a> and <a href="http://www.professionalliverpool.com">www.professionalliverpool.com</a></li> </ul>

# Annex C

## Appendix 2 Other Organisations' Contact Details

Organisation	Jobcentre Plus (JCP)
Web-address	<a href="http://www.jobcentreplus.gov.uk">http://www.jobcentreplus.gov.uk</a>
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Email	<a href="mailto:vicky.jeffers@jobcentreplus.gsi.gov.uk">vicky.jeffers@jobcentreplus.gsi.gov.uk</a>
<b>Jobcentre Plus – Regional Employer Engagement Manager</b>	
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Phone number	0161 873 1023
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<b>Jobcentre Plus – Regional Employer Engagement Manager</b>	
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<b>Jobcentre Plus – Regional Rapid Response Co-ordinator</b>	
Name	Keith Taylor
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<b>Jobcentre Plus – Merseyside</b>	
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Phone number	0151 802 2172
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Name	Diane While
Phone number	07855 319266
Email	<a href="mailto:diane.while@jobcentreplus.gsi.gov.uk">diane.while@jobcentreplus.gsi.gov.uk</a>
<b>Jobcentre Plus – Manchester East &amp; West</b>	
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Phone number	07971 994606
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<b>Jobcentre Plus – Manchester Central</b>	
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<b>Jobcentre Plus – Cheshire, Warrington &amp; Halton</b>	
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<b>Jobcentre Plus – Lancashire and Cumbria</b>	
Name	Michael Downey
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Email	<a href="mailto:michael.downey@jobcentreplus.gsi.gov.uk">michael.downey@jobcentreplus.gsi.gov.uk</a>
<b>Jobcentre Plus – Lancashire and Cumbria</b>	
Name	Debbie Corcoran
Phone number	01772-443158

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-------	----------------------------

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<b>LSC Regional Skills Development Director (Employability Skills)</b>		
Name	Anne Gornall	
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<b>LSC Cheshire and Warrington</b>		
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<b>LSC Cumbria</b>		
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<b>LSC Greater Manchester</b>		
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<b>LSC Greater Merseyside</b>		
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<b>Sub Regional Partners</b>		
<b>TMP</b>		
Name	Dave Moorcroft (Director of Economics)	
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<b>Lancashire Economic Partnership</b>		
Name	Janet Barton (Director of Economic Regeneration)	
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<b>Chester &amp; Warrington Economic Alliance</b>		
Name	Lynn Gibbon (Employment Skills Manager)	
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<b>Cumbria Vision</b>		
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<b>Manchester Enterprises</b>		
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Regional Cluster Organisations	
<b>Northwest Aerospace Alliance</b>	
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<b>Northwest Automotive Alliance</b>	
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Name	Neil Barlow
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<b>Chemicals Northwest</b>	
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<b>Northwest Textiles Network (NW Texnet)</b>	
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<b>Bio-medical (Bionow)</b>	
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<b>Business and Professional Services (Manchester) – Pro-Manchester</b>	
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<b>Business and Professional Services (Liverpool) – Professional Liverpool</b>	
Web-address	<a href="http://www.professionalliverpool.com/">http://www.professionalliverpool.com/</a>
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<b>Northwest Vision &amp; Media (part of Digital &amp; Creative Industries)</b>	
Web-address	<a href="http://www.northwestvision.co.uk/">http://www.northwestvision.co.uk/</a>
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Envirolink Northwest (Energy & Environmental Technologies)	
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Food Northwest	
Web-address	<a href="http://www.foodnw.co.uk/">http://www.foodnw.co.uk/</a>
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Organisations	Chambers of Commerce
Chambers of Commerce Northwest	
Web-address	<a href="http://www.chambersofcommercenw.org.uk">http://www.chambersofcommercenw.org.uk</a>
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Altrincham & Sale Chamber of Commerce	
Web-address	<a href="http://www.altrinchamchamber.co.uk">http://www.altrinchamchamber.co.uk</a>
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Congleton Chamber of Commerce	
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East Lancashire Chamber of Commerce	
Web-address	<a href="http://www.chamberelancs.co.uk">http://www.chamberelancs.co.uk</a>
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Halton Chamber of Commerce & Enterprise Runcorn & Widnes	
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Lancaster District Chamber of Commerce, Trade & Industry	
Web-address	<a href="http://www.lancaster-chamber.org.uk">http://www.lancaster-chamber.org.uk</a>
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<b>North &amp; Western Lancashire Chamber of Commerce</b>	
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Name	<b>Chief Executive:</b> Babs Murphy
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<b>Sefton Chamber of Commerce</b>	
Web-address	<a href="http://www.seftonchamber.com">http://www.seftonchamber.com</a>
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<b>South Cheshire Chamber of Commerce &amp; Industry</b>	
Web-address	<a href="http://www.southcheshirechamber.co.uk">http://www.southcheshirechamber.co.uk</a>
Name	<b>Chief Executive:</b> Mr John Dunning
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<b>St Helens Chamber</b>	
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<b>Warrington Chamber of Commerce &amp; Industry</b>	
Web-address	<a href="http://www.warrington-chamber.co.uk">http://www.warrington-chamber.co.uk</a>
Name	<b>Chief Executive:</b> Mr Colin Daniels
Phone number	01925 715150
Email	<a href="mailto:info@warrington-chamber.co.uk">info@warrington-chamber.co.uk</a>
<b>Wirral Chamber of Commerce &amp; Industry</b>	
Web-address	<a href="http://www.wirralchamber.org.uk">http://www.wirralchamber.org.uk</a>
Name	<b>Chief Executive:</b> Mr Ken Davies
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<b>Chester, Ellesmere Port &amp; North Wales Chamber of Commerce</b>	
Web-address	<a href="http://www.cepnwchamber.org.uk">http://www.cepnwchamber.org.uk</a>
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<b>Cumbria Chamber of Commerce &amp; Industry</b>	
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<b>Greater Manchester Chamber of Commerce</b>	
Web-address	<a href="http://www.gmchamber.co.uk">http://www.gmchamber.co.uk</a>
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<b>Knowsley Chamber of Industry &amp; Commerce</b>	
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<b>Liverpool Chamber of Commerce &amp; Industry</b>	
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Name	<b>Chief Executive:</b> Mr Jack Stopforth
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Organisation	Business Intermediary Organisations
<b>Confederation of British Industry (CBI)</b>	
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<b>Federation of Small Businesses (FSB)</b>	
Web-address	Manchester and North Cheshire: <a href="https://www.fsb.org.uk/default.aspx?id=0&amp;loc=060">https://www.fsb.org.uk/default.aspx?id=0&amp;loc=060</a> Merseyside, West Cheshire and Wigan: <a href="https://www.fsb.org.uk/default.aspx?id=0&amp;loc=050">https://www.fsb.org.uk/default.aspx?id=0&amp;loc=050</a> Lancashire and Cumbria: <a href="https://www.fsb.org.uk/default.aspx?id=0&amp;loc=040">https://www.fsb.org.uk/default.aspx?id=0&amp;loc=040</a>
Name	Paul Henley
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<b>Institute of Directors (IoD)</b>	
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Engineering Employers Federation (EEF)	
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Email	<a href="mailto:asemple@eef.org.uk">asemple@eef.org.uk</a>
Forum of Private Businesses	
Web-address	<a href="http://www.fpb.org/">http://www.fpb.org/</a>
Name	Phil Orford
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Institute of Chartered Accountants in England and Wales	
Web-address	<a href="http://www.icaew.com">www.icaew.com</a>
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The Manufacturing Institute (TMI)	
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Organisation	Other Intermediary Organisations
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Email	<a href="mailto:mmakin@acas.org.uk">mmakin@acas.org.uk</a>
Name	John Conway, Senior Adviser, Lancashire
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<b>TUC</b>	
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Email	<a href="mailto:amanning@tuc.org.uk">amanning@tuc.org.uk</a>

Organisation	Local Authority Contacts		
Local Authority	Name	Position	e:mail address
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## Annex C

### Appendix 3 JCP Summary Offer

#### **Jobcentre Plus universal offer for businesses needing to recruit:**

- a no charge vacancy handling service through Jobcentre Plus which allows access to a range of practical measures and financial support to help employers of any size meet their recruitment needs
- the facility for employers to manage their own vacancies through Employer Direct On-line

The enhanced offer for businesses prepared to work with regional partners to offer employment opportunities to people who have been claiming benefits for some time:

- Local Employment Partnerships – a deal between Government and employers to tackle the increasing recruitment and skills challenges of our labour market and economy.
- New Deal – offers subsidies to employers and grants to cover the cost of training as part of the support package to help individuals prepare for their return to work.
- Work Trials – a risk free way for employers to try out a potential employee for up to 30 days at no cost for the business.
- Access to Work – support for employers and individuals with disabilities to help them return to or stay in work

**Jobcentre Plus universal offer for individuals:** ... looking for work, whether employed or unemployed

- [www.jobcentreplus.gov.uk](http://www.jobcentreplus.gov.uk) – the UK's largest on-line jobs bank, with over 15,000 new jobs notified every working day
- Jobseeker Direct (0845 60 60 234) – telephone job broking service where trained advisers will offer supported jobsearch
- Jobpoints – touch-screen access to all our vacancies (and training opportunities) in all Jobcentres and in some selected other locations.

... when made newly unemployed and during a claim for Jobseeker's Allowance

- financial support is available through Jobseeker's Allowance for those who are available for work and actively seeking work
- advisers will help people make their claim and discuss labour market opportunities and options, drawing up a bespoke jobsearch plan and offering practical help and support (on applying for jobs, writing CVs, interview techniques and, in some cases, financial help with travel to interviews)
- ongoing contact with Jobcentre Plus, through fortnightly jobsearch reviews and a series of increasingly intensive interviews at key stages of a claim, providing access to skills training

## Annex C

### **Jobcentre Plus enhanced offer for businesses and employees affected by redundancies:**

- Rapid Response Service (RRS) - offered to every employer with 20 or more redundancies or employers in local communities who have been disproportionately affected by multiple smaller scale redundancies.
- RRS will provide information about other jobs in the labour market, support workers to draw up CVs, improve their jobsearch skills and provide general information about claiming benefits.
- a skills analysis to help identify transferable skills and training needs relevant to the labour market and provide job focused training to develop vocational skills.

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## **Annex C**

### **Appendix 4 LSC Summary Offer**

#### **The LSC Offer in Significant Redundancy Situations**

Where a significant redundancy situation arises the LSC will identify a manager to work with Jobcentre plus, the relevant Local Authority and other relevant agencies and partnerships. They will work as part of a multi-agency team to agree and coordinate interventions. LSC funded support will be customised to the needs of the individuals under threat and to the company in question. Support can include:-

##### **Careers Advice**

The Next Step service can offer careers information, advice, guidance. Drawing on robust information about the local labour market and related learning opportunities, support can be delivered one to one or to groups according to the particular circumstances.

##### **Vocational Training**

Individuals will be able to access training which can be customised to their individual circumstances and the local labour market conditions. Training could include:-

- Job-change training including full and part qualifications at levels 2 and 3. This type of provision may be appropriate for individuals seeking employment in a new sector.
- Accreditation and certification of skills already developed in the work place including full and part qualifications at levels 2 and 3. This type of provision may be appropriate for individuals who wish to continue employment in the same sector.
- Customised provision linked to other vacancies. Where alternative job opportunities in another employer have been identified, the LSC will fund customised provision (typically short interventions of between 2 and 8 weeks) to help individuals under threat of redundancy acquire the skills the employer needs.

##### **Skills for Life**

Where individuals would benefit from support in developing their IT, numeracy and literacy skills, the LSC can fund this type of provision

##### **Learning and Skills for All Fund**

The LSC and NWDA support a learning fund delivered under the auspices of Unionlearn/TUC. Under certain circumstance this fund may be called upon to support individuals threatened with redundancy.

##### **Apprentices**

Where apprentices are threatened with redundancy, a range of support measures are in place to find these individuals alternative employment and to complete their apprenticeship framework.

## Annex D

# Learning and Skills Council North West

European Social Fund  
LSC Co-financing Plan for the North West of England  
For the period January 2007 to December 2010

## **Supplementary Plan : December 2008**



**European Union**  
**European Social Fund**  
Investing in jobs and skills



Leading learning and skills

# Annex D

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# Annex D

## 1. INTRODUCTION

### 1.1 Background

The LSC's original 2007 – 2010 Co-Finance Plan (CFP) was approved in Autumn 2007. This document sets out the LSC's intentions in respect of the additional ESF funding which has been made available as a consequence of the revaluation of the programme for the 2007-2010 period arising from the fall in the value of sterling.

The LSC's intentions are to utilise both ESF and LSC funds to undertake activities as described in the ESF Operational Programme for England and Gibraltar 2007-2013. Our original plan established the overall objective of making a significant contribution to sustainable economic growth and social inclusion by increasing employment, reducing economic inactivity and developing a skilled and adaptable workforce thereby contributing to the ESF Regional Framework and the Lisbon Agenda.

Since the publication of the original approved CFP in Autumn 2007 there has been a sudden and dramatic worsening of the economic situation. The original CFP was developed in the context of a single national ESF programme and established three clear priorities which are in line with the core remit of the LSC which exists to make England better skilled and more competitive.

- Support individuals to secure sustained employment;
- Reduce the number of young people who are not in education, employment or training;
- Work with employers and individuals to meet skills gaps and shortages thereby improving competitiveness.

Our original CFP funded activity will continue to focus on these three objectives

### 1.2 Responding to the Economic Downturn

The Government has set out its high level response to redundancies and the economic downturn, recently announcing that additional ESF made available due to the revaluation of the Euro would be made available to help ensure that those individuals affected by the economic situation receive the support they need to help them return to work as soon as possible. This support will be aimed at those facing redundancy and those who have already been made redundant. This will complement existing provision focused on the long-term unemployed, ensuring that people have access to the support they need to develop the skills and help them find new employment in local labour markets.

In the immediate term, as part of the Government's response to the toughening economic climate, we will direct government resources to programmes and actions that seek to support the most vulnerable and at risk from the downturn. In particular, we are focused on: encouraging employers to continue to invest in skills and training, when their financial and human resources are under increased pressure enabling individuals to develop their skills to increase their flexibility in the labour market.

As announced on 21 October 2008, we will implement new flexibilities in Train to Gain focused on private sector small- and medium-sized enterprises. We will support the Government's announcement on 15 October 2008 to spend £100 million to tackle redundancies. This will include targeted use of the ESF to flexibly support those at risk of redundancy, or made redundant, as well as use of Train to Gain funds to help employers provide potential employees with the skills they need to enter the workforce. There will also be support for those most at risk from the economic downturn by providing additional advice and guidance through *nextstep*.

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This document sets out our intentions for the additional £19.1m ESF Co-financing ESF together with our own match funding for Priority 1 and Priority 2 of the North West ESF Programme for the period January 2007 to December 2010. Project activity will commence from April 2009 onwards.

Throughout the document Merseyside is defined as the Merseyside 'Phasing-In' Area which comprises the local authority areas of Liverpool, Knowsley, Sefton, St Helens and Wirral. The remaining areas of the North West outside the Merseyside 'Phasing-In' Area are defined as the 'Northwest'.

## 2. THE ECONOMIC ENVIRONMENT

### 2.1 Employment

Initial indications in the earlier part of the year were that the North West may be less badly affected by the economic downturn. However, in the third quarter of 2008 the region suffered the most significant fall in employment of any region. Latest forecasts indicate that the region will be as affected as the whole of the UK.

#### 2.1.1 Employment

In the third quarter of 2008:

- Employment fell by 0.6pp to 71.6%
- England employment rate decreased 0.3pp to 74.5%.
- Unemployment 6.8%, a 0.5pp increase on the previous quarter
- More people coming on to JSA than going into employment
- 19,000 fewer employed at end of Quarter 3 2008

From a low point of 92,000 in summer 2004 the Jobseekers Allowance claimant count has risen steadily and very sharply in 2008.

October 2004	92,452	2.2
October 2005	102,191	2.4
October 2006	114,571	2.7
October 2007	103,854	2.4
October 2008	127,638	3.0
JSA claimant count shown year on year in total numbers and as a percentage of working age population. (Source NOMIS November 2008).		

#### 2.1.2 Redundancy

The number of redundancies is increasing. One apparent issue is that there are a significant number of cases where the employer, is not completing an HR 1 because they have either ignored the requirement or gone straight into administration/receivership.

Redundancies which involve more than 50 people have increased from 1,000 people per month in the early part of 2008 to an average of approximately 2,000 people per month in the June to September 2008 period. The October figure rose to 3676. If all notified redundancies involving more than 20 people are included the October total increases 4,251. The November figure was also in excess of 4,000.

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Main sectors to suffer from June 08 to November 08\*:

- Manufacturing – 4,924 job losses
- Leisure/Travel – 2,284 job losses
- Construction – 2,359 job losses
- Public Sector – 1,787 job losses

\*For June to September 08 minimum 50 redundancies; October- November 08 minimum 20 redundancies.

### 2.1.3 Vacancies

Vacancies notified to Jobcentre Plus have reduced from 61,000 in October 2007 to 48,000 in October 2008.

### 2.1.4 Unemployment Forecasts

A comparison of independent forecasts was undertaken by the UK Treasury and included in the Pre Budget Report. This included employment and unemployment forecasts. Whilst these forecasts vary widely when applied to the North West they indicate that by November 2009 the North West claimant count will be between 144,000 and 290,000. If the national average forecast is applied the count will rise to 190,000 from the current 137,295 (JSA November 2008). This figure has increased by over 10,000 in the last month alone.

## 3. OUR OBJECTIVES

### 3.1 Initial ESF Objectives

The LSC North West's approved Co-Finance Plan contained a series of objectives which are wholly in line with those of the national ESF Programme. The priorities are focused on reducing worklessness, increasing economic activity rates and in driving competitiveness through enhanced workforce skills. They directly contribute to the Lisbon Agenda. In the subsequent two sections we summarise the current ESF funded offer.

#### 3.1.1 Priority 1

The objective of Priority 1 is to increase employment and to reduce unemployment and inactivity. It will help to tackle barriers to work faced by disadvantaged groups such as people with disabilities and health conditions, lone parents and other disadvantaged parents, older workers, ethnic minorities, and people with no or low qualifications. It will also help young people make a successful transition to the world of work, in particular those not in education, employment or training (NEET), or at risk of becoming NEET.

#### 3.1.2 Priority 2

The objective of Priority 2 is to develop a skilled and adaptable workforce by: Reducing the number of workers without basic skills; increasing the number of workers qualified to level 2 and, where justified, to level 3 and 4; reducing gender segregation in the workforce; and developing managers and workers in small enterprises. There will be a particular focus on the low skilled and on addressing skills shortages. The focus of that activity is to work with employers on their current and future skill needs.

By developing a skilled and adaptable workforce, this priority will help to improve productivity, innovation, enterprise and competitiveness. It will help workers to develop the skills needed by business in a knowledge-based economy. By focusing on those who lack basic skills and level 2 qualifications, this priority will also promote sustainable employment and social inclusion. By improving the qualifications of low skilled and part-time women workers, it will help to promote gender equality and reduce gender gaps in the workforce.

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## 3.2 Responding to the Economic Downturn

The existing ESF offer which is integrated with both LSC mainstream programmes and Jobcentre Plus activity is, within Priority 1, very much focused on supporting those workless individuals who are particularly disadvantaged in the labour market and who are likely to have limited employment experience. In Priority 2 provision is focused on equipping individuals with foundation and intermediate skills which will enable them to sustain employment and which meet specific employer skills needs. These priorities and the associated activities and budgets will remain.

The focus of support required for individuals in a pre-employment or pre-redundancy situation is fundamentally different from that required for individuals within employment with needs and solutions being driven by the individual. So training and support activity needs to have a maximum degree of flexibility to support individual employability and mobility. This will be the focus of the additional ESF funding and activity. Four priority groups have been identified, with the additional revaluation ESF funding focused predominantly on the first two of these.

- i. Those at risk of redundancy
- ii. Those affected by the economic downturn who are made redundant or became jobless
- iii. The longer term unemployed, that is the 'stock' of workless individuals
- iv. New entrants to the labour market

If a large national employer notifies impending redundancies, JCP's National Sales Team (NST) and the LSC's National Employer Service (NES) may be the first to hear, if there is already a relationship with the employer at national level. NES and NST have established a joint National Employment and Skills Partnership to deliver a joined up service to national employers. In addition to helping employers recruit and upskill staff, the service is also one of rapid response for employers working across many regions. This will mean the need for retraining and outplacement services for those who they are letting go will be determined at local level depending on customer needs and local labour market conditions". To support this, NST and NES may also be able to assist in facilitating re-deployment of staff (particularly apprenticeships) through their employer network.

### 3.2.1 Adults Under Threat or Notice of Redundancy

Support under the existing Train to Gain (TtG) budget is likely to be limited to responding to large scale redundancies where the employer is keen to support activities within the period of redundancy, or willing to extend the redundancy period to allow access to skills development activity that will help the employee re enter employment quickly.

The key focus is on the needs of the individual. The LSC will procure activity which is demand led in order to tailor support to meet the vocational skill needs of the individual. Training and support activity will have a maximum degree of flexibility to support individual employability and mobility.

There will be no restriction on the type of provision as long as it is organised and delivered according to the individual's existing skill levels, labour market intelligence regarding opportunities and the individual's own career aspirations. A package of support between 2 - 8 weeks (up to two weeks full-time and eight weeks part-time) aimed at securing skills to aid progression into sustainable employment should be the key driver of any activity.

It is proposed that activity is quality assured through the accredited status of the provider rather than the qualification and that the level of activity is constrained by setting a maximum funding limit.

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### 3.2.2 Pre-employment Support

The LSC will procure activity which supports individuals seeking employment. The focus of activity will be to link individuals with a vacancy and/or with an identified employer in sight, (LEP type activity). Activity procured will provide for any skills related activity that aids progression into sustainable employment. There will be no limitations in terms of the accredited status of such activities in order to provide individuals and providers with significant flexibility. The focus should be on the needs of the job, the employer's immediate needs and the current level of skill of the job seeker. A package of support between 2 - 8 weeks (up to two weeks full-time or eight weeks part-time) aimed at securing skills to aid progression into sustainable employment should be the key driver of any activity.

It is proposed that activity is quality assured through the accredited status of the provider rather than the qualification and that the level of activity will be constrained by setting a maximum funding limit.

It should be noted that there is already flexibility available within TtG that should any employee already be undertaking skills development through TtG when being notified of redundancy, then the LSC will continue to fund their learning even if that means completing the qualification after leaving employment.

### 3.2.3 Additional Information Advice and Guidance

Whilst the Universal offer in **nextstep / Career Advice** is available to all adults in work and out of work over 20, the Differentiated & Personalised service is restricted to priority groups of adults without a Level 2 or a Level 3. As the Integrated Employment and Skills (IES) Trials evolve, the increased demands on the **nextstep** service by priority groups (both stock and flow) are likely to absorb the increased mainstream resource available. Higher level skilled individuals in situations of redundancy may require a more substantial careers advice offer than can be met by the mainstream public purse.

The LSC intends to target the additional ESF resource to complement existing mainstream funded IAG provision and existing ESF funded provision by focusing on employees of small, medium and large organisations who are under threat of redundancy (still in the workplace) and recently made jobless, regardless of prior attainment level, and that this resource is delivered via existing **nextstep** contractors to maximise synergy.

An important dimension of the current slowdown is the number of new claimants who are facing significant issues arising from their personal financial situation. In line with policy for the development of the adult advancement and careers service, the offer made to individuals affected by redundancy must ensure effective referral to financial advice services.

### 3.2.4 Long term Unemployed and Workless Individuals

The North West continues to have an overall employment rate which is three percentage points below the England average. The present rate is 71.6% and the employment rate fell more rapidly than the England average in the last quarter a reduction of 0.6%. The number of people claiming out of work benefits remains very high and is rapidly approaching three quarters of a million. High concentrations of benefit claimants persist in some areas. The claimants are highly concentrated for certain benefits (Incapacity Benefit in particular), in many local neighbourhoods and amongst particular labour market groups (especially older workers, those with no qualifications and some minority ethnic groups).

Through a joint investment approach and with a variety of aligned funding streams partners are already providing a significant amount of additional provision and support for long term unemployed individuals to effectively access the provision and then allow progression from pre-employment through to Train to Gain. As the economic downturn bites those further from

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the labour market such as the long term unemployed/inactive are in danger of becoming more isolated as better qualified and those with employability skills are prepared to take lower level jobs. In the NW partners recognise the necessity to continue with the strategy to support the long term unemployed.

Work in local areas to ensure a comprehensive offer is already underway, particularly in the Greater Manchester area where the IES trial includes mapping investment/provision/support in a local authority area and analysing duplication, need for future investment and system fixes required to make access and progression easier. This information will be invaluable to get the offer right and to provide *nextstep* advisors with the range of information they need to advise clients and refer to relevant provision. The LSC will continue to work with partners to ensure that ESF funding continues to be aligned with broader employment and skills strategies as directed by Employment and Skills Boards and that it supports the employment objectives set out in MAAs and LAAs.

In the longer term, there will continue to be strong demand at which will provide opportunities for claimants, provided they are able to gain employability and basic occupational skills.

### 3.2.5 New Entrants

It also important to recognise the new cohort of entrants entering employment with reduced opportunities to secure employment and greater competition from others who have been displaced by redundancy. It is critical that support for this group begins whilst they are still in learning and before they enter the Labour Market. 18-24 year olds are particularly vulnerable and disproportionately represented and due to the occupations they tend to engage with (call centres, clerical, tourism) may prove to be particularly insecure. This will be accentuated further from 2009 onwards due to school and college leavers and new graduates seeking to enter the workplace.

The LSC will utilise ESF revaluation funds under Priority 1 which are not already committed to items set out above to support interventions aimed at stimulating employer engagement in Apprenticeship programmes and to secure work trials and employment opportunities for young people.

### 3.3 Allocation of Budgets to Additional Activity

The total funding sought by the LSC in the North West is £9,195,913 in the Merseyside 'Phasing In' area and £9,934,558 for the Northwest excluding Merseyside.

At a national level it is intended to supplement the support under the existing TtG offer with additional funds from ESF of £50 million matched with TtG funding of £50 million. In the North West the proposed funding focused on this activity will be £20.8m utilising the vast majority of the Priority 2 funding available. In addition the LSC intends to focus the available Priority 1 funding on providing additional adult information, advice and guidance services. The combined budget in the North West will be £5,190,300. The summary financial information in respect of these two key elements is set out in Table 1.

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**Table 1 – Northwest Region Proposed use of Funding to Responding to the Economic Downturn**

		ESF	Match Funding (& Source)
<b>Merseyside 'Phasing In'</b>			
Priority 1	Additional adult information advice and guidance aimed at those individuals under threat of redundancy or unemployed	2,575,400	2,575,400 (Adult IAG)
Priority 2	Additional Flexible Vocational skills provision to support individuals under threat of redundancy or unemployed and linked to a known employer vacancy	4,913,800	4,913,800 (Train to Gain)
<b>Total</b>		<b>7,489,200</b>	<b>7,489,200</b>
<b>Northwest (Excluding 'Phasing In')</b>			
Priority 1	Additional adult information advice and guidance aimed at those individuals under threat of redundancy or unemployed	2,614,900	2,614,900 (Adult IAG)
Priority 2	Additional Flexible Vocational skills provision to support individuals under threat of redundancy or unemployed and linked to a known employer vacancy	5,474,700	5,474,700 (Train to Gain)
<b>Total</b>		<b>8,089,600</b>	<b>8,089,600</b>

### 4. JOINT PLANNING ARRANGEMENTS

The NW Regional Skills and Employment Board and its sub groups provides the infrastructure within which partners including the LSC, Jobcentre Plus, NWDA, GONW and Sub-regional Partners have developed the Joint Regional Response To The Economic Downturn.

In developing the Supplementary ESF Co-Finance Plan the LSC has:

- o Worked under these framework arrangements to develop the proposed activities which will be delivered through this Supplementary ESF CFP
- o Held discrete planning meetings with Jobcentre Plus to develop the Supplementary CFP
- o Liaised with City Employment Strategy partners to ensure that the additional provision is coherent with IES trials
- o Ensured that additional planned information, advice and guidance is commensurate with AACS prototypes.

### 5. OVERALL APPROACH TO PROGRAMME MANAGEMENT

The programme will be managed in line with the arrangements set out in the original approved Co-Finance Plan. The LSC will continue to work closely with our key partners to ensure the continued integration of ESF with other mainstream activity. However, given the focus of the downturn the LSC will now make additional arrangements to ensure that progress in relation to procurement, contracting and contract performance are also reported specifically to the Regional Skills and Employment Board including the Employability sub-group and also through these mechanisms to the Joint Economic Commission.

The LSC has already committed to a six monthly progress report which will be disseminated to stakeholders within the region including the Regional Skills and Employment Board, NWDA, sub-regional economic development partnerships, City Employment Strategies, the emerging Skills and Employment Boards, Local Strategic Partnerships, local authorities and providers.

This revised CFP covers the whole of the North West region of England. There are two distinct areas:

- a) The 'phasing in' area of Merseyside which covers the former Objective 1 programme area.
- b) The remainder of the North West outside the 'phasing in' area of Merseyside.

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### 6. FUNDING PROPOSALS SUMMARY

The tables 2 and 3 below provide a summary of the allocations which the LSC is proposing to secure across both the Northwest (excluding Merseyside Phasing-In Area) and also the Merseyside Phasing-In Area for both Priorities for the period 2007-10. For purposes of clarity we have set out the share of the total budgets which the LSC will seek to secure from the additional revaluation funds.

As the focus of activity is to specifically address the economic downturn we propose to utilise the funding in the 2009 and 2010 calendar years with activity commencing in April 2009.

**Table 2 – LSC Share of Revaluation Funding**

<b>Northwest Region (Excluding Merseyside Phasing-In Area)</b>				
<b>£ 000's</b>	<b>2007-2010 Original Allocation (.68p)</b>	<b>Total Budget Including Re-valuation (.78p)</b>	<b>Revaluation Increase</b>	<b>LSC Proposed Share of Additional Funding</b>
<b>Priority 1</b>	75,967,198	87,138,846	11,171,648	3,213,258
<b>Priority 2</b>	45,704,851	52,426,151	6,721,300	6,721,300
<b>Total</b>	<b>121,672,049</b>	<b>139,564,997</b>	<b>17,892,948</b>	<b>9,934,558</b>
<b>Merseyside 'Phasing In' Area</b>				
<b>Priority 1</b>	74,798,107	85,797,827	10,999,720	3,163,807
<b>Priority 2</b>	41,018,316	47,050,422	6,032,106	6,032,106
<b>Total</b>	<b>115,816,423</b>	<b>132,848,249</b>	<b>17,031,826</b>	<b>9,195,913</b>

### 7. PROPOSED ACTIVITY

Table 1 sets out the activity we propose to undertake, in the North West, to address the national commitments made to address the downturn. In the Northwest (excluding Merseyside Phasing-In Area) this represents £7,489,200 (ESF) and in the Merseyside Phasing-In Area this equates to £8,089,600 (ESF). The total funding available to LSC Northwest as a consequence of the revaluation is £9,934,558 for the Northwest (excluding Merseyside Phasing-In Area) and £9,195,913 for the Merseyside Phasing-In Area. Tables 3 and 4 below provide indicative spend figures for the different activities that we will undertake with the total available funding. LSC Northwest reserves the right to amend the spend profiles to ensure that activities are responsive to future economic situations.

**Table 3 – Northwest (excluding Merseyside Phasing-In Area)**

	<b>£ESF</b>	<b>£new match to be spent alongside</b>	<b>£total new money</b>	<b>£Proportion on 16-18 year-olds</b>
<b>Priority 1</b>				
Nextstep delivery	2,614,900	2,936,226	5,551,126	0
Nextstep capacity	277,032	277,032	554,064	0
Training for longer term unemployed	0	0	0	0
Administration & Management	321,326	0	321,326	0
<b>Priority 1 Total</b>	<b>3,213,258</b>	<b>3,213,258</b>	<b>6,426,516</b>	<b>0</b>
<b>Priority 2</b>				
Pre-redundancy	1,512,293	1,680,325	3,192,618	0
Response to significant redundancies	1,512,292	1,680,325	3,192,617	0
Pre-employment education and training	3,024,585	3,360,650	6,385,235	0
Pre-employment education and training for longer term unemployed	0	0	0	0
Capacity building	0	0	0	0
Administration & Management	672,130	0	672,130	0
<b>Priority 2 Total</b>	<b>6,721,300</b>	<b>6,721,300</b>	<b>6,721,300</b>	<b>0</b>
<b>Total Northwest</b>	<b>9,934,558</b>	<b>9,934,558</b>	<b>19,869,116</b>	<b>0</b>

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Table 4 - Merseyside Phasing-In Area

	£ESF	£new match to be spent alongside	£total new money	£Proportion on 16-18 year-olds
<b>Priority 1</b>				
Nextstep delivery	2,575,400	2,891,781	5,467,181	0
Nextstep capacity	272,026	272,026	544,052	0
Training for longer term unemployed	0	0	0	0
Administration & Management	316,381	0	316,381	0
<b>Priority 1 Total</b>	<b>3,163,807</b>	<b>3,163,807</b>	<b>6,327,614</b>	<b>0</b>
<b>Priority 2</b>				
Pre-redundancy	1,357,224	1,508,027	2,865,251	0
Response to significant redundancies	1,357,223	1,508,026	2,865,249	0
Pre-employment education and training	2,714,448	3,016,053	5,730,501	0
Pre-employment education and training for longer term unemployed	0	0	0	0
Capacity building	0	0	0	0
Administration & Management	603,211	0	603,211	0
<b>Priority 2 Total</b>	<b>6,032,106</b>	<b>6,032,106</b>	<b>12,064,212</b>	<b>0</b>
<b>Total Merseyside Phasing-In Area</b>	<b>9,195,913</b>	<b>9,195,913</b>	<b>18,391,826</b>	<b>0</b>

In accordance with the Joint Regional Response to the Economic Downturn four target groups have been identified who will all be adversely impacted upon by the economic downturn:

- i. Those at risk of redundancy
- ii. Those affected by the economic downturn who are made redundant or became jobless
- iii. The longer term unemployed, that is the 'stock' of workless individuals
- iv. New entrants to the labour market

For each target group we have identified the activities which will be funded by the re-valuation funding and where appropriate separately identified complementary activity which is being funded under the existing Co-Finance Plan or LSC match and mainstream funding but has only recently been commissioned. Within Priority 1 activity funded under the LSC's original CFP was heavily focused on the long term workless. The focus of the new funding will be on developing provision which support business individuals under threat of redundancy and those with who become unemployed. The LSC may need to vary the scale of the proposed activity set out in 7.1 and 7.2 below depending on the extent of actual need and take up of provision.

### 7.1 Those Under Threat or Notice of Redundancy

The LSC will focus the revaluation funding on the following activity:

- ESF Funding matched with Train to Gain monies to procure activities to deliver non-accredited provision and provision customised to other vacancies in the local labour market.
- ESF funding match with LSC adult information advice and guidance funding to extend the **nextstep** Careers Advice service to ensure it has the additional capacity to deliver provision to support individuals faced with redundancy and needing information, advice and guidance.

This will be enhanced by:

- Existing ESF resources (tender process has just closed) to extend the recently announced Train to Gain flexibilities for SMEs to larger companies.
- Existing ESF resources (tender process has just closed) to support the creation of Employer Pools for Apprentices threatened with redundancy.

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### **7.2 Those who are Newly Redundant (Job Seekers)**

Revaluation Funding:

- Funding matched with Train to Gain funding to procure customised provision (typically between 2 and 8 weeks) linked to real employment opportunities;
- Procure additional IAG capacity linked to the delivery of Skills Health checks etc;
- Supporting the accreditation and certification of skills already developed in the work place including updating of existing qualifications and full and part qualifications as well as support to secure /sustain professional registrations and develop higher skills.
- Job-change training including non-accredited, full and part qualifications.

### **7.3 Long-term Unemployed and the Workless**

The LSC has already procured substantial activity in both the Northwest and Merseyside 'phasing in' areas to support the long term workless into employment. This activity has only recently commenced and will be monitored to assess the extent of take up and impact. This activity will be also monitored to assess the need to:

- Procure additional IAG capacity linked to the delivery of Skills Health checks etc.
- Support the accreditation and certification of skills already developed in the work place including updating of existing qualifications and full and part qualifications as well as support to secure /sustain professional registrations and develop higher skills.

For these reasons the LSC is not planning to commit further funding to this target group at this stage.

### **7.4 New Entrants**

Utilising the original CFP the LSC has recently commissioned provision with a value of £2.35m which aims to:

- Stimulate employer engagement in Apprenticeship programmes.
- Secure work trials and employment opportunities for young people.
- Operate employer 'pools'.

In March 2009 the LSC will commission a further £7m of ESF funding from the original CFP which will be targeted at supporting young people who are NEET. The LSC will continue to monitor the impact of the economic downturn on young people. Under spends from existing activity will be particularly targeted at ensuring that the proportion of young people classified as NEET does not increase.

## **8. FINANCIAL ALLOCATIONS**

### **8.1 Revaluation Monies**

Tables 5 and 6 below provide an annual breakdown of the ESF financial allocations which are sought via this Supplementary Co-finance Plan.

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**Table 5 - Budget Northwest excluding the Merseyside Phasing-In Area - Revaluation Monies**

Priority 1 – Extending Employment Opportunities	2007	2008	2009	2010	Total
Improving the employability and skills of unemployed and inactive people	0	0	1,224,098	1,989,160	3,213,258
Reducing the number of young people who are not in education, employment or training	0	0	0	0	0
Small Grants to Community Groups	0	0	0	0	0
<b>Total Priority 1 Spend</b>	<b>0</b>	<b>0</b>	<b>1,224,098</b>	<b>1,989,160</b>	<b>3,213,258</b>
Priority 2 - Skilled and Adaptable Workforce					
Supporting Basic Skills training – Responding to Economic Downturn	0	0	2,397,250	4,324,050	6,721,300
Supporting Level 2 training	0	0	0	0	0
Supporting Level 3 training	0	0	0	0	0
Supporting Level 4 training	0	0	0	0	0
<b>Total Priority 2 Proposed Spend</b>	<b>0</b>	<b>0</b>	<b>2,397,250</b>	<b>4,324,050</b>	<b>6,721,300</b>
<b>GRAND TOTAL</b>	<b>0</b>	<b>0</b>	<b>3,621,348</b>	<b>6,313,210</b>	<b>9,934,558</b>

**Table 6 - Budget Merseyside Phasing-In Area - Revaluation Monies**

Priority 1 – Extending Employment Opportunities	2007	2008	2009	2010	Total
Improving the employability and skills of unemployed and inactive people	0	0	1,205,260	1,958,547	3,163,807
Reducing the number of young people who are not in education, employment or training	0	0	0	0	0
Small Grants to Community Groups	0	0	0	0	0
<b>Total Priority 1 Spend</b>	<b>0</b>	<b>0</b>	<b>1,205,260</b>	<b>1,958,547</b>	<b>3,163,807</b>
Priority 2 - Skilled and Adaptable Workforce					
Supporting Basic Skills training – Responding to Economic Downturn	0	0	2,151,500	3,880,606	6,032,106
Supporting Level 2 training	0	0	0	0	0
Supporting Level 3 training	0	0	0	0	0
Supporting Level 4 training	0	0	0	0	0
<b>Total Priority 2 Proposed Spend</b>	<b>0</b>	<b>0</b>	<b>2,151,500</b>	<b>3,880,606</b>	<b>6,032,106</b>
<b>GRAND TOTAL</b>	<b>0</b>	<b>0</b>	<b>3,356,760</b>	<b>5,839,153</b>	<b>9,195,913</b>

## 8.2 Revised Allocations

Tables 7 and 8 below provide an annual breakdown of the combined ESF financial allocations from our original CFP including the additional funding sought via this Supplementary CFP.

**Table 7 - Northwest (excluding the Merseyside Phasing-In Area)- Revised Allocation (Original CF Plan + Revaluation)**

Priority 1 – Extending Employment Opportunities	2007	2008	2009	2010	Total
Improving the employability and skills of unemployed and inactive people	4,115,121	4,200,343	5,511,368	6,365,095	20,191,927
Reducing the number of young people who are not in education, employment or training	4,234,800	4,322,501	4,411,956	4,503,198	17,472,455
Small Grants to Community Groups	460,305	469,837	479,560	479,810	1,889,512
<b>Total Priority 1 Spend</b>	<b>8,810,226</b>	<b>8,992,681</b>	<b>10,402,884</b>	<b>11,348,103</b>	<b>39,553,894</b>
Priority 2 - Skilled and Adaptable Workforce					
Supporting Basic Skills training inc Responding to the Economic Downturn	3,999,007	4,074,285	6,548,318	8,553,436	23,175,046
Supporting Level 2 training	3,999,007	4,074,285	4,151,068	4,229,386	16,453,746
Supporting Level 3 training	2,554,922	2,603,015	2,652,071	2,702,108	10,512,116
Supporting Level 4 training	555,418	565,873	576,537	587,415	2,285,243
<b>Total Priority 2 Proposed Spend</b>	<b>11,108,354</b>	<b>11,317,458</b>	<b>13,927,994</b>	<b>16,072,345</b>	<b>52,426,151</b>
<b>GRAND TOTAL</b>	<b>19,918,580</b>	<b>20,310,139</b>	<b>24,330,878</b>	<b>27,420,448</b>	<b>91,980,045</b>

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**Table 8 - Merseyside 'Phasing-In' Area - Revised Allocation (Original CF Plan + Revaluation)**

<b>Priority 1 – Extending Employment Opportunities</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>Total</b>
Improving the employability and skills of unemployed and inactive people	8,916,888	7,118,218	6,449,295	5,250,584	<b>27,734,985</b>
Reducing the number of young people who are not in education, employment or training	6,243,178	4,983,836	3,671,623	2,304,928	<b>17,203,565</b>
Small Grants to Community Groups	0	0	0	0	<b>0</b>
<b>Total Priority 1 Spend</b>	<b>15,160,066</b>	<b>12,102,054</b>	<b>10,120,918</b>	<b>7,555,512</b>	<b>44,938,550</b>
<b>Priority 2 - Skilled and Adaptable Workforce</b>					
Supporting Basic Skills training inc Responding to the Economic Downturn	5,358,801	4,277,851	5,303,019	5,859,029	<b>20,798,700</b>
Supporting Level 2 training	5,358,801	4,277,851	3,151,519	1,978,423	<b>14,766,594</b>
Supporting Level 3 training	3,423,679	2,733,071	2,013,470	1,263,992	<b>9,434,212</b>
Supporting Level 4 training	744,278	594,146	437,711	274,781	<b>2,050,916</b>
<b>Total Priority 2 Proposed Spend</b>	<b>14,885,559</b>	<b>11,882,919</b>	<b>10,905,719</b>	<b>9,376,225</b>	<b>47,050,422</b>
<b>GRAND TOTAL</b>	<b>30,045,625</b>	<b>23,984,973</b>	<b>21,026,637</b>	<b>16,931,737</b>	<b>91,988,972</b>

## 9. OUTPUTS AND RESULTS

### 9.1 Revaluation Funding – Outputs and Results

Tables 9 – 12 below summarise the outputs and results that the LSC proposes to deliver via the ESF secured and the match funding generated through this plan. The outputs and results are based on activity commencing from April 2009 and the support being provided the following groups:

- i. Those at risk of redundancy
- ii. Those affected by the economic downturn who are made redundant or become jobless
- iii. The longer term unemployed, that is the 'stock' of workless individuals
- iv. New entrants to the labour market

The outputs and results defined in the following tables and their assigned percentage volumes are in line with the ESF Operational Programme 2007-13. LSC Northwest reserves the right to amend the contents of these tables should the targets be refined.

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**Table 9 – Priority 1 Planned Output Profile NW (Excluding Merseyside) - Revaluation Money**

<b>Outputs</b>	<b>%</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>Total</b>
Total number of participants	N/A	0	4,568	7,423	0	0	<b>11,991</b>
Number of participants who are unemployed	28%	0	1,279	2,078	0	0	<b>3,358</b>
Number of participants who are inactive	22%	0	1,005	1,633	0	0	<b>2,638</b>
Number of participants aged 14 to 19 who are NEET or at risk of becoming NEET	0%	0	0	0	0	0	<b>0</b>
Number of participants with disabilities or health conditions	22%	0	1,005	1,633	0	0	<b>2,638</b>
Number of participants who are lone parents	12%	0	548	891	0	0	<b>1,439</b>
Number of participants aged 50 or over	18%	0	822	1,336	0	0	<b>2,158</b>
Number of participants from ethnic minorities	17%	0	777	1,262	0	0	<b>2,038</b>
Number of female participants	51%	0	2,330	3,786	0	0	<b>6,115</b>
<b>Results</b>							
Number of participants in work on leaving	22%	0	1,005	1,633	0	0	<b>2,638</b>
Number of participants in work six months after leaving	26%	0	1,188	1,930	0	0	<b>3,118</b>
Number of economically inactive participants engaged in jobsearch activity or further learning	45%	0	452	735	0	0	<b>1,187</b>
Number of 14 to 19 year old NEETs or at risk, in education, employment or training on leaving	0%	0	0	0	0	0	<b>0</b>

**Table 10 – Priority 2 Planned Output Profile NW (Excluding Merseyside) - Revaluation Monies**

<b>Outputs</b>	<b>%</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>Total</b>
Total number of participants	N/A	0	2,781	4,519	0	0	<b>7,300</b>
Number of participants with basic skills needs	41%	0	1,140	1,853	0	0	<b>2,993</b>
Number of participants without level 2 qualifications	41%	0	1,140	1,853	0	0	<b>2,993</b>
Number of participants without level 3 qualifications	12%	0	334	542	0	0	<b>876</b>
Number of participants with disabilities or health conditions	15%	0	417	678	0	0	<b>1,095</b>
Number of participants aged 50 and over	20%	0	556	904	0	0	<b>1,460</b>
Number of participants from ethnic minorities	8%	0	222	362	0	0	<b>584</b>
Number of female participants	50%	0	1,390	2,259	0	0	<b>3,650</b>
<b>Results</b>							
Number of participants gaining basic skills	0%	0	0	0	0	0	<b>0</b>
Number of participants gaining level 2 qualifications	0%	0	0	0	0	0	<b>0</b>
Number of participants gaining level 3 qualifications	0%	0	0	0	0	0	<b>0</b>

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**Table 11 – Priority 1 Planned Output Profile Merseyside Phasing-In Area - Revaluation Money**

<b>Outputs</b>	<b>%</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>Total</b>
Total number of participants	N/A	0	4,499	7,310	0	0	<b>11,809</b>
Number of participants who are unemployed	28%	0	1,260	2,047	0	0	<b>3,306</b>
Number of participants who are inactive	22%		990	1,608	0	0	<b>2,598</b>
Number of participants aged 14 to 19 who are NEET or at risk of becoming NEET	0%	0	0	0	0	0	<b>0</b>
Number of participants with disabilities or health conditions	22%	0	990	1,608	0	0	<b>2,598</b>
Number of participants who are lone parents	12%	0	540	877	0	0	<b>1,417</b>
Number of participants aged 50 or over	18%	0	810	1,316	0	0	<b>2,126</b>
Number of participants from ethnic minorities	17%	0	765	1,243	0	0	<b>2,008</b>
Number of female participants	51%	0	2,294	3,728	0	0	<b>6,023</b>
<b>Results</b>							
Number of participants in work on leaving	22%	0	990	1,608	0	0	<b>2,598</b>
Number of participants in work six months after leaving	26%	0	1,170	1,901	0	0	<b>3,070</b>
Number of economically inactive participants engaged in jobsearch activity or further learning	45%	0	445	724	0	0	<b>1,169</b>
Number of 14 to 19 year old NEETs or at risk, in education, employment or training on leaving	0%	0	0	0	0	0	<b>0</b>

**Table 12 – Priority 2 Planned Output Profile Merseyside Phasing-In Area - Revaluation Monies**

<b>Outputs</b>	<b>%</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>Total</b>
Total number of participants	N/A	0	2,496	4,056	0	0	<b>6,552</b>
Number of participants with basic skills needs	41%	0	1,023	1,663	0	0	<b>2,686</b>
Number of participants without level 2 qualifications	41%	0	1,023	1,663	0	0	<b>2,686</b>
Number of participants without level 3 qualifications	12%	0	300	487	0	0	<b>786</b>
Number of participants with disabilities or health conditions	15%	0	374	608	0	0	<b>983</b>
Number of participants aged 50 and over	20%	0	499	811	0	0	<b>1,310</b>
Number of participants from ethnic minorities	8%	0	200	324	0	0	<b>524</b>
Number of female participants	50%	0	1,248	2,028	0	0	<b>3,276</b>
<b>Results</b>							
Number of participants gaining basic skills	0%	0	0	0	0	0	<b>0</b>
Number of participants gaining level 2 qualifications	0%	0	0	0	0	0	<b>0</b>
Number of participants gaining level 3 qualifications	0%	0	0	0	0	0	<b>0</b>

### 9.2 Revised Funding – Outputs and Results

Tables 13 – 16 below summarise the combined outputs and results that the LSC proposes to deliver via the ESF secured and the match funding generated through both the LSC's original Co-finance Plan and the funding identified for this Supplementary Co-finance Plan.

## Annex D

**Table 13 – Priority 1 Planned Output Profile NW (Excluding Merseyside) - Revised Volumes (Original CFP and Revaluation)**

<b>Outputs</b>	<b>%</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>Total</b>
Total number of participants	N/A	4,441	13,581	16,844	4,065	0	<b>38,931</b>
Number of participants who are unemployed	27%	1,199	3,713	4,622	1,083	0	<b>10,618</b>
Number of participants who are inactive	22%	977	2,988	3,706	847	0	<b>8,518</b>
Number of participants aged 14 to 19 who are NEET or at risk of becoming NEET	30%	1,910	3,876	4,051	1,663	0	<b>11,500</b>
Number of participants with disabilities or health conditions	22%	977	2,988	3,706	894	0	<b>8,565</b>
Number of participants who are lone parents	12%	533	1,630	2,022	487	0	<b>4,672</b>
Number of participants aged 50 or over	18%	799	2,444	3,032	732	0	<b>7,007</b>
Number of participants from ethnic minorities	17%	755	2,309	2,864	691	0	<b>6,618</b>
Number of female participants	51%	2,265	6,927	8,591	2,072	0	<b>19,854</b>
<b>Results</b>							
Number of participants in work on leaving	22%	128	3005	3646	1386	400	<b>8,565</b>
Number of participants in work six months after leaving	26%	0	2389	4319	2389	1025	<b>10,122</b>
Number of economically inactive participants engaged in jobsearch activity or further learning	45%	58	1347	1636	611	181	<b>3,833</b>
Number of 14 to 19 year old NEETs or at risk, in education, employment or training on leaving	45%	128	1760	1771	1206	335	<b>5,200</b>

**Table 14 – Priority 2 Planned Output Profile NW (Excluding Merseyside) - Revised Volumes (CFP and Revaluation Monies)**

<b>Outputs</b>	<b>%</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>Total</b>
Total number of participants	N/A	9,413	22,410	24,148	8,279	0	<b>64,250</b>
Number of participants with basic skills needs	41%	3,859	9,188	9,901	3,395	0	<b>26,343</b>
Number of participants without level 2 qualifications	41%	3,859	9,188	9,901	3,395	0	<b>26,343</b>
Number of participants without level 3 qualifications	12%	1,130	2,689	2,897	1,010	0	<b>7,726</b>
Number of participants with disabilities or health conditions	15%	1,412	3,361	3,622	1,243	0	<b>9,638</b>
Number of participants aged 50 and over	20%	1,883	4,482	4,830	1,655	0	<b>12,850</b>
Number of participants from ethnic minorities	8%	753	1,792	1,932	663	0	<b>5,140</b>
Number of female participants	50%	4,707	11,205	12,074	4,138	0	<b>32,125</b>
<b>Results</b>							
Number of participants gaining basic skills	40%	173	3,569	3,591	2,444	723	<b>10,500</b>
Number of participants gaining level 2 qualifications	35%	154	3,172	3,198	2,176	650	<b>9,350</b>
Number of participants gaining level 3 qualifications	27%	0	350	705	705	290	<b>2,050</b>

## Annex D

**Table 15 – Priority 1 Planned Output Profile Merseyside Phasing-In Area - Revised Volumes (Original CFP and Revaluation)**

<b>Outputs</b>	<b>%</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>Total</b>
Total number of participants	N/A	3,829	12,214	15,025	7,099	0	<b>38,167</b>
Number of participants who are unemployed	36%	1,493	4,269	5,056	2,794	0	<b>13,611</b>
Number of participants who are inactive	29%	1,225	3,459	4,077	2,140	0	<b>10,901</b>
Number of participants aged 14 to 19 who are NEET or at risk of becoming NEET	17%	919	1,852	1,852	1,827	0	<b>6,450</b>
Number of participants with disabilities or health conditions	22%	842	2,687	3,305	1,563	0	<b>8,397</b>
Number of participants who are lone parents	12%	459	1,466	1,803	852	0	<b>4,580</b>
Number of participants aged 50 or over	18%	689	2,199	2,705	1,277	0	<b>6,870</b>
Number of participants from ethnic minorities	9%	191	1,151	1,629	355	0	<b>3,326</b>
Number of female participants	51%	1,953	6,229	7,663	3,620	0	<b>19,466</b>
<b>Results</b>							
Number of participants in work on leaving	22%	84	2,777	3,306	1,507	723	<b>8,397</b>
Number of participants in work six months after leaving	26%	0	2,415	3,907	2,006	1,596	<b>9,923</b>
Number of economically inactive participants engaged in jobsearch activity or further learning	45%	64	1,635	1,846	977	383	<b>4,905</b>
Number of 14 to 19 year old NEETs or at risk, in education, employment or training on leaving	45%	50	926	873	759	292	<b>2,900</b>

**Table 16 – Priority 2 Planned Output Profile Merseyside Phasing-In Area - Revised Volumes (CFP and Revaluation Monies)**

<b>Outputs</b>	<b>%</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>Total</b>
Total number of participants	N/A	8,530	17,600	19,160	11,562	0	<b>56,852</b>
Number of participants with basic skills needs	41%	3,497	7,216	7,856	4,717	0	<b>23,286</b>
Number of participants without level 2 qualifications	41%	3,497	7,216	7,856	4,717	0	<b>23,286</b>
Number of participants without level 3 qualifications	12%	1,024	2,112	2,299	1,402	0	<b>6,836</b>
Number of participants with disabilities or health conditions	15%	1,280	2,640	2,874	1,733	0	<b>8,528</b>
Number of participants aged 50 and over	20%	1,706	3,520	3,832	2,312	0	<b>11,370</b>
Number of participants from ethnic minorities	4%	341	804	928	463	0	<b>2,536</b>
Number of female participants	50%	4,265	8,800	9,580	5,781	0	<b>28,426</b>
<b>Results</b>							
Number of participants gaining basic skills	40%	158	2,957	2,789	2,431	965	<b>9,300</b>
Number of participants gaining level 2 qualifications	35%	132	2,630	2,481	2,161	846	<b>8,250</b>
Number of participants gaining level 3 qualifications	26%	0	303	542	542	413	<b>1,800</b>

## 10. MATCH FUNDING

The primary sources of match funding are set out below. These are the available national budgets and the figures quoted are based on the 2008/09 annual budgets. The funds detailed below are annual budgets, subject to review and we reserve the right to identify appropriate match funding programmes and utilise them as required.

## Annex D

### 10.1 Priority 1

The majority of the Priority 1 match will comprise LSC adult Information Advice and Guidance budgets which in the North West is £5,060,000 for the 2008/9 operational year. The entirety of this budget was subjected to Open and Competitive tender.

### 10.2 Priority 2

**Train to Gain** – The £6,032,106 additional ESF Priority 1 funding for Merseyside and the additional £6,721,300 for the Northwest will be matched from the Train to Gain budget.

### 10.3 Added Value of ESF

The LSC will operate ESF via a new approach in the new programme. The LSC has endorsed a commissioning strategy, which has been cleared by ESFD. This strategy details how ESF should be targeted by the LSC to ensure complementarity and enhance the added value of ESF. An extract from the document is set out below.

The purpose of the proposed commissioning strategy is to ensure that ESF truly adds value and enhances national strategies.

The key issue for the strategic direction of ESF in the new programme is that we must ensure that ESF supports the main policy directions for the LSC. This will include:

- a. Fee remission amounts (which can/will change annually);
- b. Funding Policy decisions such as changes to ESOL provision regulations;
- c. The support of Sector Skills Council approved qualifications;
- d. The procurement of only high quality provision;
- e. Alignment with the demand led approach; and
- f. Integration with the LSC Business Cycle including commissioning.

The Commissioning Strategy needs to ensure that:

- a. Sufficient regional flexibility is retained to meet regional skills needs;
- b. Appropriate contract lengths are sort for ESF provision (including use of short contract periods where policy change is expected);
- c. ESF can still achieve its full programme targets; and
- d. ESF is actively used to inform mainstream development/approaches.

## 11. ADMINISTRATION AND MANAGEMENT COSTS

The administration of the LSC has been developed to ensure that the maximum level of funds is passed to providers to meet government targets.

The proposed administration costs across all priorities and areas will be kept within 5% of the supplementary value at £1,913,047. The budgets set out elsewhere within the CFP include a proportion for administration and management.

The LSC guarantees that all of the funding identified in Table 1 will be expended on activity that supports the economic downturn. The LSC North West will recover administration costs from the other elements.

## Annex D

Table 17 – Proposed Administrative Budget

Plan	Total Programme ESF	Match	Total	Administration
Merseyside 'phasing in' Area	9,934,558	9,934,558	19,869,116	993,456
North West	9,195,913	9,195,913	18,391,826	919,591
<b>Total</b>	<b>19,130,471</b>	<b>19,130,471</b>	<b>38,260,942</b>	<b>1,913,047</b>

## 12. PROJECT SELECTION AND TENDERING ARRANGEMENTS

### 12.1 Procurement

The LSC will procure the additional activity contained in this supplementary plan in two ways.

#### 12.1.1 Priority 1 and 2 Education and Training Activity

The LSC will seek to procure delivery of Education & Training from existing or pre-qualified Train to Gain providers to support individuals who are, under threat of, or suffer redundancy and/or job loss as a result of the economic downturn. Those providers invited to tender are required to successfully apply through the Pre Qualification Framework. Only those organisations that have been re-assessed using these revised arrangements will be invited to tender. The closing date for provider submissions for the January 2009 procurement exercise was 10 December 2008.

The LSC will comply with European regulations (CPV No 80400000 Delivery of Adult and other education services) by procuring the following services described as 'Education and Training':

- Training services
- Specialist training services
- Training facilities
- Training programme services
- Training seminars
- Vocational training services
- Industrial & training services
- Management training services
- Computer user familiarisation & training services
- Environmental training services
- Safety training services
- Health & first-aid training services
- Personal development training services

#### 12.1.2 Priority 1 Advice and Guidance Activity

The LSC recently procured 10 regional contracts through open and competitive tendering for the **nextstep** service (two being in the NW region, as one specifically covers Greater Manchester). To ensure the continued delivery of a joined up service, the additional funding for ESF will be negotiated through a single contract with these existing organisations. The **nextstep** contracts will only be extended, in respect of the additional ESF funding, to the end of their current contract period, which is 31 July 2010. The level of additional funding for each service provider will need to be negotiated to ensure that they have the capacity and capability to expand their services. Where there are limitations in the current system, we will look to competitively tender for additional adult careers services.

## Annex D

### 12.1.3 Other Activity

Should any aspect of the proposed activity require the use of managing agency type arrangements, for example the operation of an employer pool to secure additional employment opportunities and Apprenticeships for young people the LSC will procure this through an open and competitive tendering process and will comply with the normal European regulations in relation to public procurement.

### 12.2 Timetable

**Table 18 - Milestone Achievements**

<b>Activity</b>	<b>Date</b>
	<b>First ITT Round</b>
Provider Qualification Framework closes for January 2009 procurement exercise	10 December 2008
Draft Supplementary Plan	17 December 2008
Pre-employment Train to Gain ITT published	26 January 2009
Plan Submitted to GONW	9 January 2009
ITT Briefings	2-6 February 2009
Closing Date for tender submissions	9 March 2009
Outcomes Notified to successful and unsuccessful bidders	By 1 April 2009
Start of mandatory standstill period	2 April 2009
End of mandatory standstill priority	<b>16 April 2009</b>
Contract Award	<b>17 April 2009</b>

The LSC plans to operate a single annual procurement process with two smaller mini competitions which will operate between March and August each year. However, if necessary the LSC will undertake further procurement rounds if necessary to mitigate the impact of the economic downturn.

### 12.3 Feedback Arrangements

The LSC will employ a fully transparent appraisal process with all applicants receiving an overview of the appraisal process.

All organisations applying for ESF from the LSC will be notified of successful applications and the LSC will ensure that all proposals receive feedback on their proposal. Where a proposal is unsuccessful, the applicant will be informed as to the reason. All feedback will be provided via the LSC E-Tendering portal.

In the interests of openness and transparency we will publish summary details of successful project applications; these will be posted on our website and that of the GO.

### 12.4 Arrangements for Dealing with Provider Complaints

In the event of a proposal for funding being unsuccessful, should the organisation, after receiving feedback feel that they have cause for complaint the organisation may invoke the Learning and Skills Council's Complaints Policy. This policy will be posted on the LSC's national website: [www.lsc.gov.uk](http://www.lsc.gov.uk)

## **Annex D**

### **13. PROVIDER FUNDING & CONTRACT MANAGEMENT**

#### **13.1 Funding and Management Arrangements**

The LSC will apply the arrangements currently operating in respect of the original CFP and ESF management to the new funding.

#### **13.2 Reporting Performance to Regional ESF Committee**

Summary level reporting based on performance will be made available to the regional ESF committee in line with mutually agreed requirements. These will be produced and made available on a periodic basis and will represent regional subsets of the data that is submitted to ESFD. Data supplied will meet the requirements of the Data Protection Act. In addition the LSC will provide supplementary reports to the Regional Skills and Employment Board and via this mechanism to the Joint Economic Commission in respect of those activities directly procured to mitigate the impact of the economic downturn.

## **Annex E**

### **Regional Skills and Employment Board (RSEB)**

#### **Terms of Reference**

##### **1. Purpose**

The RSEB is an Executive Board of partners. It will provide the strategic direction and priorities for skills and employment in the region, in line with the Regional Economic Strategy, and oversee implementation.

##### **2. Aims and objectives**

The RSEB will:

- Agree and deliver regional skills and employment priorities that lead to economic growth and increased competitiveness, increased benefits to business through world class effective people, increased benefits to individuals by assisting them to realise their own potential and increased employment in the region.
- Identify and address systemic and market failures in the areas of skills and employment, including supply and demand issues.
- Establish mechanisms for the sign-off and delivery of the regional aspects of Sector Skills Agreements.
- Provide connectivity and co-ordination of initiatives in an attempt to simplify the landscape at regional, sub-regional and local level.
- Align the skills and employment budgets and actions of partners to ensure greater leverage and traction with the RES priorities, and to increase private sector investment.
- Provide the strategic framework for ESF.

##### **3. Membership**

###### **Proposed membership**

NWDA, Director of Skills + Chief Executive  
LSC, Director of NW LSC + Regional Skills Director  
JCP, Regional Director + 1  
HE (NWUA), Chair of NWUA + HEFCE Regional Director  
Local Authorities,  
GONW, Director level  
TUC, Regional Director  
Sector representation SSCs ,  
Sub-Regional Partnerships (CEX or Board-level nominee X 5)  
Director/supporting officer of RSEB  
Association of Colleges

The Chair will be the CEX of the NWDA, Steven Broomhead.

##### **4. Employer Engagement**

The role of the employers and private sector engagement is vital in determining the future of skills and employment in the region. There needs to be an effective way of engaging with employers, and ensuring a mechanism for private sector representation, without duplicating other business-led/employer forums and Boards.

## **Regional Skills & Employment Board**

### **Regional Employability Group**

#### **Terms of Reference**

#### **Aim / Purpose**

To deliver an integrated regional approach for tackling economic inactivity and delivering sustainable employment, bringing together regional, sub-regional and local stakeholders to share details of existing activity and good practice, and inform future strategy and investment.

Provide a platform for effective partnership activity, offering the Regional Skills and Employment Board (RSEB)) and national partners advice on employment priorities, critical policy issues and Government welfare strategies.

#### **Objectives**

- Work with partner organisations to support the delivery of key priorities and actions contained within agreed regional strategies e.g. RES
- Prepare and provide on behalf of the RSEB key input on worklessness and employability to the development of the new Regional Strategy
- Provide a forum for discussing and initiating joint action between agencies building on previous work and agreements
- Strengthen links between Local Employment Partnerships (LEPs) and Train to Gain (TtG) to take forward employability agenda
- Identify and develop links with existing structures / forums concentrating on 'worklessness' (inc. Skills, Health, Sport).
- Inform future investment relating to employability and 'worklessness' issues delivering better strategic focus of resource, avoiding duplication and maximising additionality and 'added value'.

#### **Membership**

Job Centre Plus (Chair)  
Sub Regional Partnerships  
LSC  
GONW  
NWDA  
RSEB  
TUC  
Voluntary Sector North West (VSNW)

Alliance of SSCs  
Department of Health

## **Regional Skills & Employment Board Services to Employers Group**

### **Terms of Reference**

#### **Aim / Purpose**

This group will deliver an integrated approach for the region on those issues relating specifically to the skills support given to employers through Train to Gain, skills brokerage, the Skills Pledge etc.

It will provide a forum of key stakeholders to advise the Regional Skills and Employment Board (RSEB) on the provision of services to employers in line with national, regional and local skills and employment priorities.

#### **Objectives**

Key tasks will be to:

- Prepare and provide the RSEB with a strategic overview of employer skills support in the region with a particular focus on Train to Gain and the Skills Pledge.
- Support the continued development of a coherent and integrated employer skills offer that addresses employers' skill needs at all levels, including:
  - Skills for Life
  - Intermediate levels (L2 and 3)
  - Higher level skills (L4+)
  - Leadership and management
- Marshall action, where appropriate, to align resources to ensure a coherent and integrated approach to skills support services to employers.
- Advise funders of employer skills services on regional procurement priorities.
- Support the development of skills brokerage within the context of an integrated brokerage service and regional skills priorities.
- Promote a strategic, joined up approach to employer engagement.
- Explore ways to improve information exchange on demand for skills.
- Support the implementation of the Business Support Simplification Programme (BSSP) in relation to the agreed 'Skills Solution'

#### **Membership**

Learning & Skills Council (chair)  
RSEB,  
Business Link,  
NWDA,  
Alliance of Sector Skills Councils  
NWUA  
GONW

Sub Regional Partnerships  
Job Centre Plus  
TUC

## **Regional Skills & Employment Board Sector Skills Group**

### **Terms of Reference**

#### **Aim / Purpose**

The Sector Skills Group will coordinate sector specific interests in the skills and employment agenda and align activity with regional skill priorities.

The group will provide a forum for effective partnership activity, offering the Regional Skills and Employment Board advice on sector skills issues and the prioritisation of skills and employment resources between and within sectors.

#### **Objectives**

Key tasks will be to:

- Agree and establish agency partnership arrangements for individual sectors in the NW for the development of sector arrangements and sector specific skills initiatives in the region to support regional, sub-regional and national skills priorities.
- Stimulate employer investment in skills
- Contribute to the understanding of sectors including LMI
- Contribute to the development of appropriate products e.g. sector qualification strategies
- Advise SSCs on sector specific employer engagement mechanisms which can be utilised in the region by them
- Advise the RSEB on the prioritisation of skills and employment resources between and within sectors
- Co- ordinate SSC outputs for the RSEB

#### **Membership**

Alliance of Sector Skills Councils - (chair)

RSEB

NWDA

LSC

GONW

NWUA

Sub Regional Partnerships

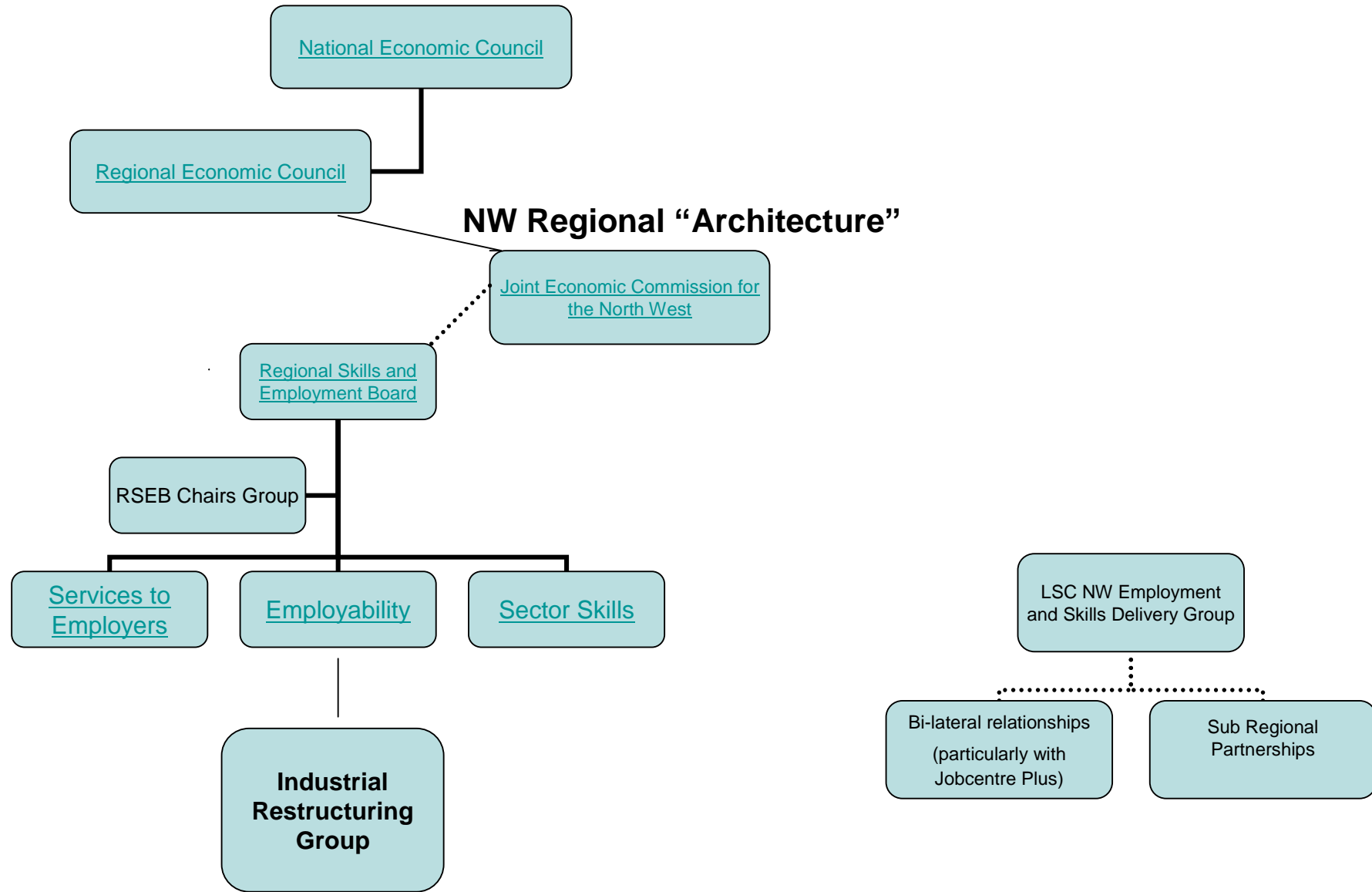
Job Centre Plus

TUC

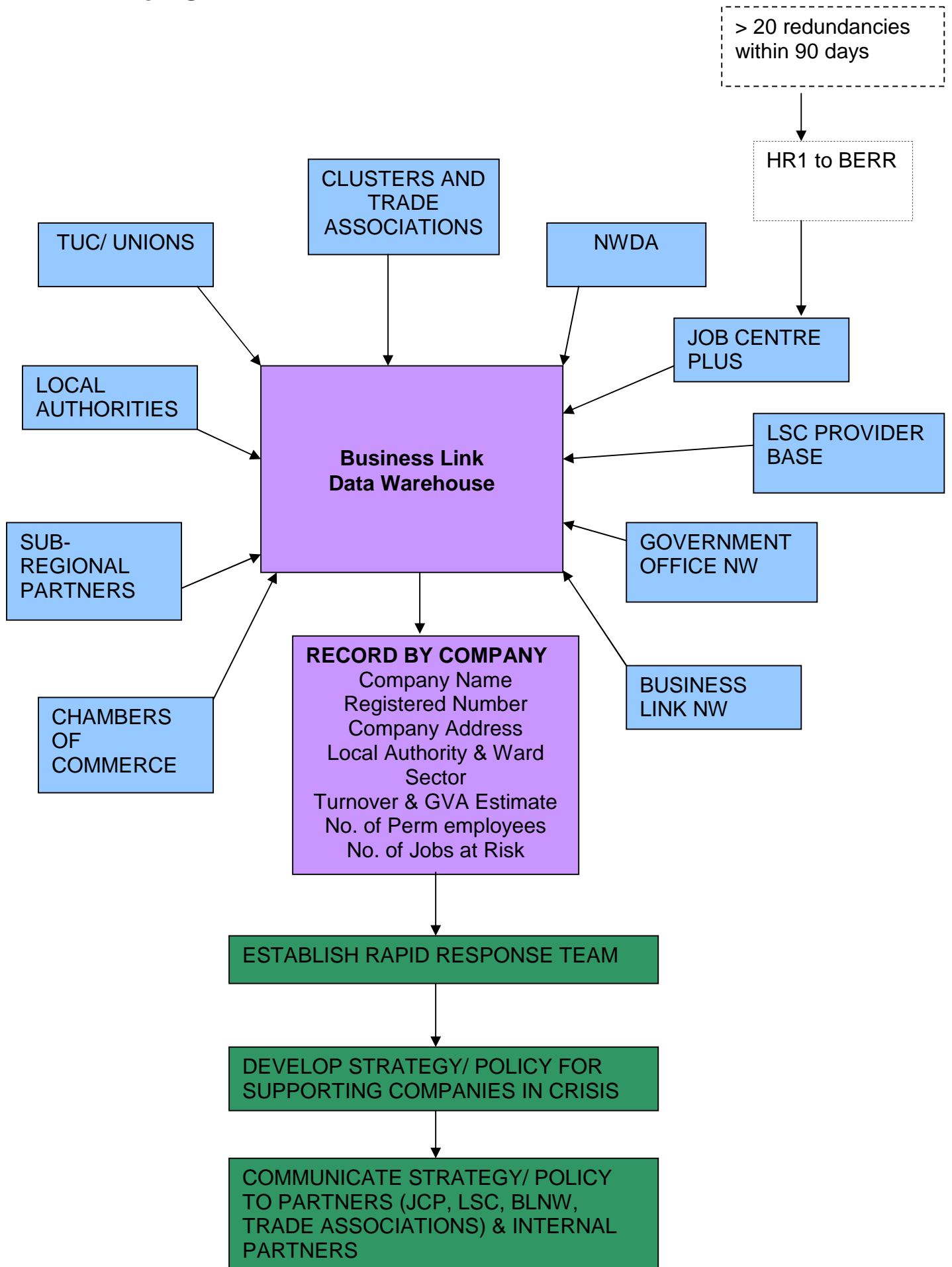
Business Link

# Annex F

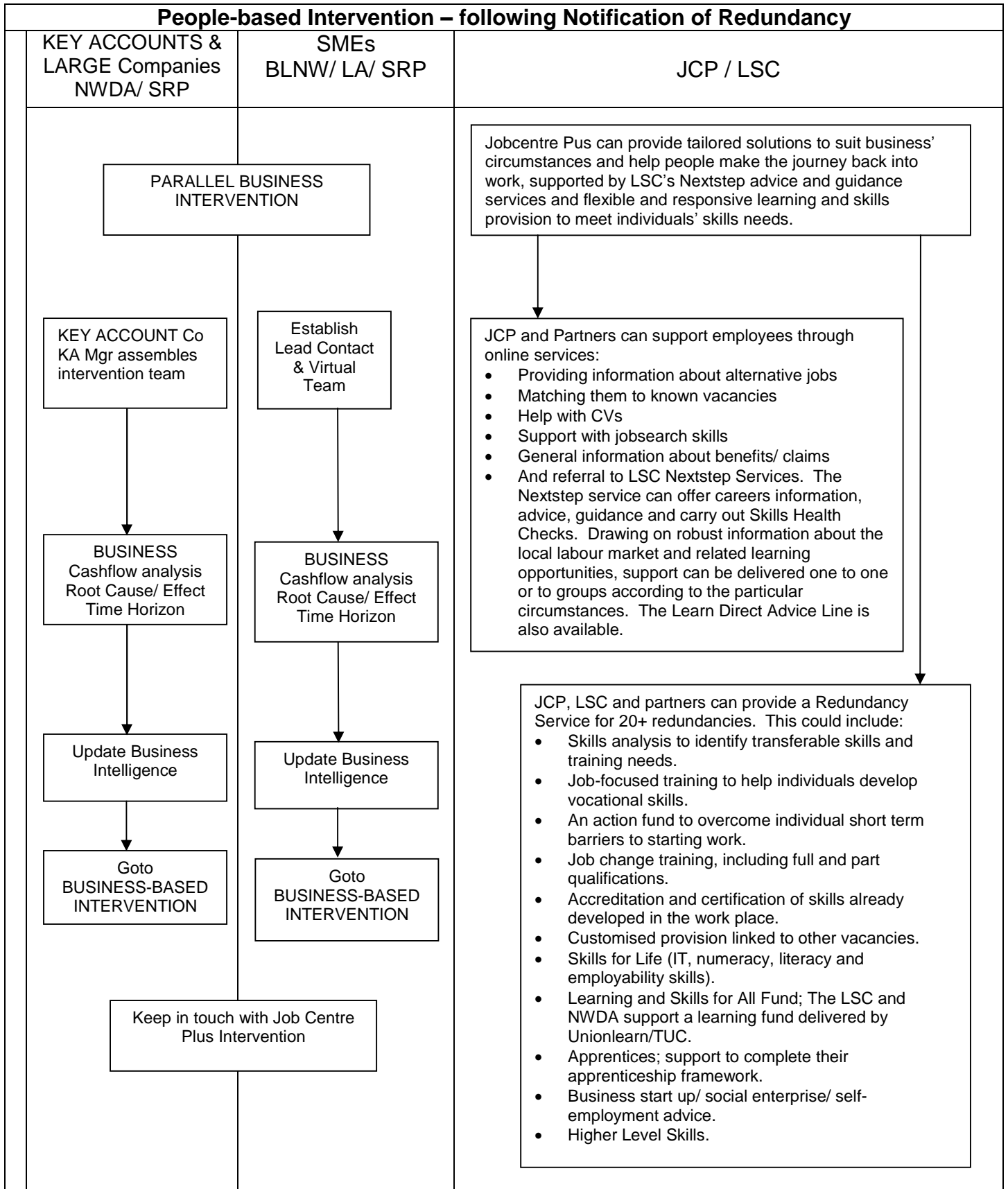
## Government Response to the Economic Downturn National “Architecture”



# Annex G

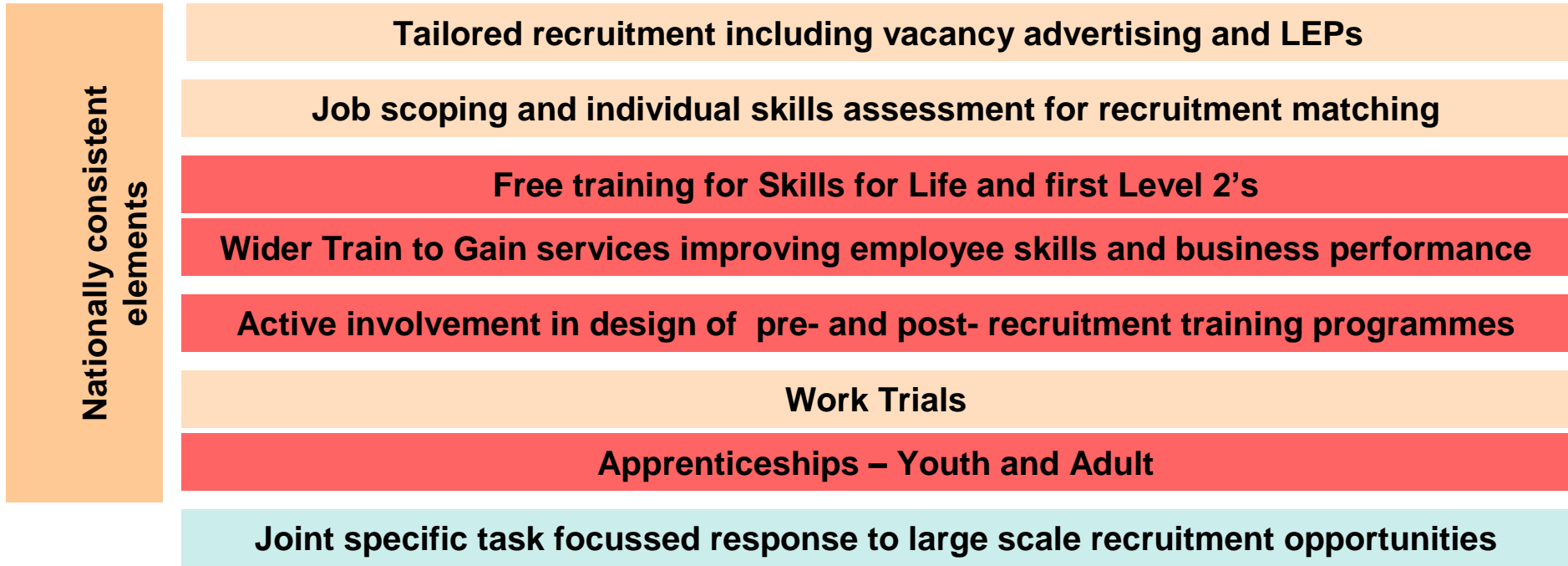
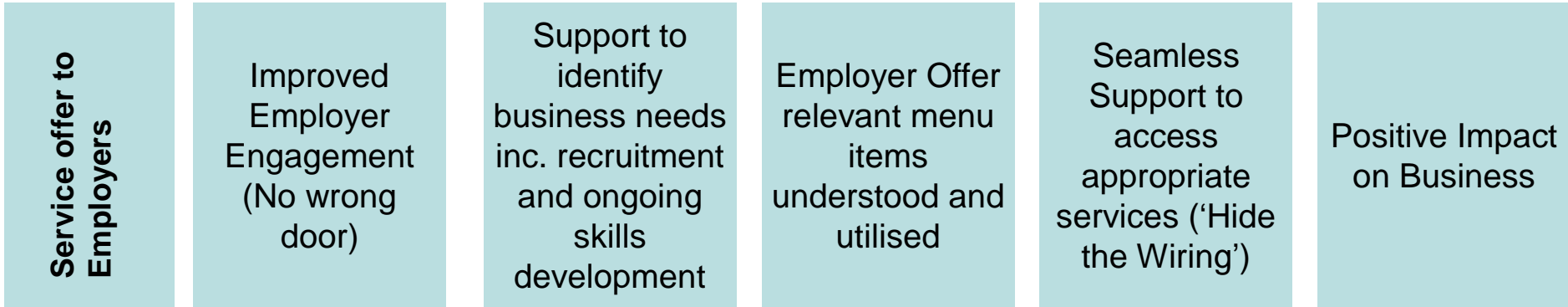


# Annex H



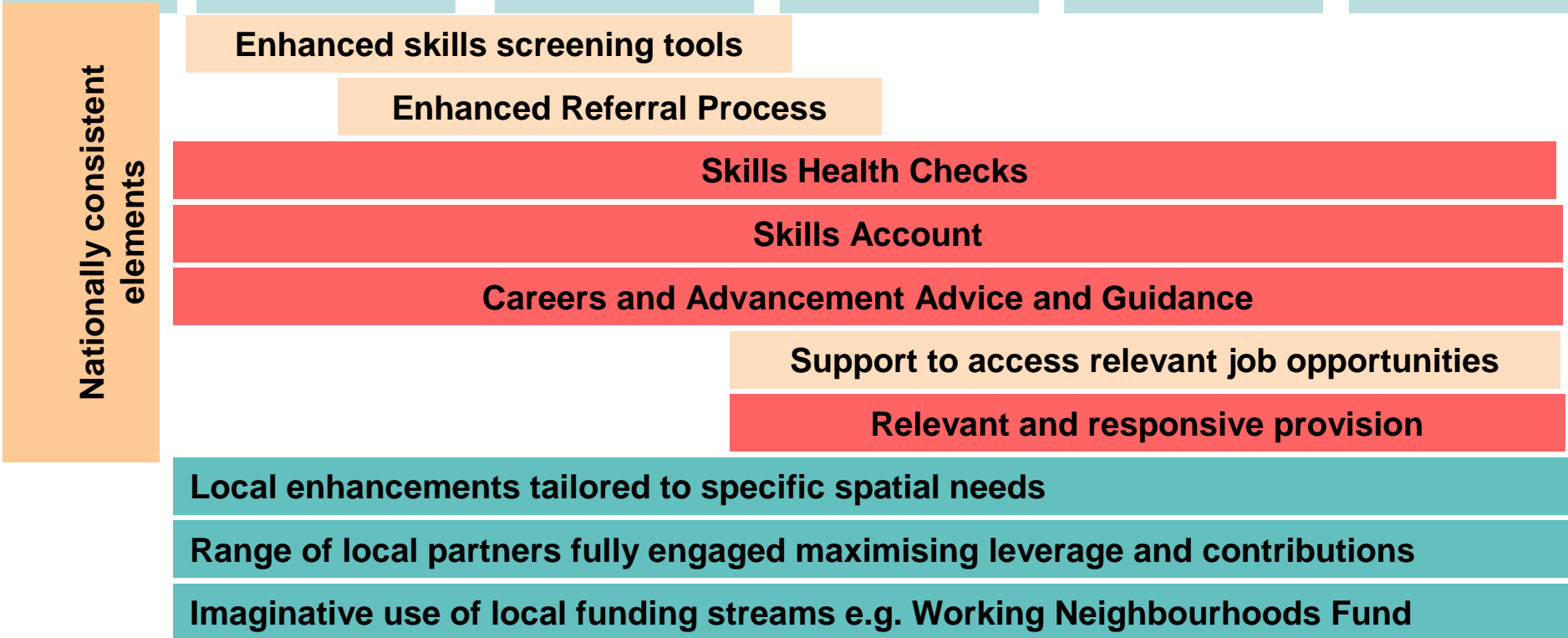
# Annex I

## Overall offer **The Single Employer Offer**



Key  JCP  LSC

**Overall offer** **The IES Offer to the Individual – Sustainable Employment and Progression** **Annex J**



Key  JCP  LSC