

Proforma for Expressions of Interest for DWP City Strategy

In completing this proforma, you will wish to refer to the accompanying guidance note. Completed forms must be returned by 12.00pm on Monday 3rd July 2006. They should be emailed to city-strategy@dwp.gsi.gov.uk, or sent in hard copy to:

City Strategy 'Expression of Interest'
City Strategy Project Team
Department for Work and Pensions
Area 5, 2nd floor, The Adelphi
1-11 John Adam Street
London, WC2N 6HT

Late submissions will not be accepted. If you are sending hard copies, we recommend that you retain some form of proof of delivery.

Expression of interest for DWP city strategy

Please state the city or town to which this expression of interest relates:	Dundee
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What geographical focus do you propose for your consortium? Why is this the most appropriate focus? Please attach a list of wards covered.

Dundee City will be the focus as

- the severity and scale of worklessness in Dundee requires particular attention
- there is a strong history of partnership working and evidence of delivery in Dundee to build on and
- partners in Dundee are keen to innovate and develop ways of further improving joint working
- this focus fits with the existing Community Planning Partnership (the Dundee Partnership) and makes sense in terms of joining or aligning activities and funding streams
- concentrating activity in the city will have a positive impact on other policy objectives such as reducing child poverty
- Targets for the reduction in levels of worklessness in Dundee have already been agreed between the Scottish Executive and local partners.

This target is to reduce the level of worklessness in Dundee by 10% by August 2007 and by a total of 30% by August 2010 using an August 2004 baseline of approximately 18,000 people.

Within Dundee the most deprived wards will be the focus of activity under the City Strategy.

The geography covered will include the wards covered by the Disadvantaged Areas Fund:

- Lochee East,
- Pitkerro,
- Bowbridge,
- Whitfield,
- Stobswell,
- Ardler,
- Douglas,
- Fairmuir,
- Lochee West,
- Camperdown,
- Hilltown, and
- Longhaugh.

We also propose that within Dundee, the inclusion of these wards, identified within the top 10% most deprived in Scotland, should be considered:

- Claverhouse
- East port
- Balgowan

This would have the added benefit of aligning the City Strategy with Dundee's Community Regeneration Fund Areas.

Whilst the focus will on the most deprived wards the partnership will wish to explore, in the future, the freedom to consider how the City Strategy focus ties up with other considerations

- Wards in Dundee will reduce from the current 29 to 8 for the Local Authority elections in May 2007. After May 2007 therefore the current wards will have little relevance
- The wards identified under the Disadvantaged Areas Fund comprise 5286 people claiming benefit (whether on its own or in combination with one or more other benefits). This comprises a significant proportion but still a minority of the total number of benefit claimants in Dundee.
- In terms of the future of European Structural Funds Dundee City Council and the East of Scotland European Consortium have argued, and this has been accepted by the European Commission, that wards should not be used in determining the geographical concentration of structural funds as they are arbitrary and do not reflect real need.
- Dundee has an incredible mobility of deprivation which is evident when comparing the indexes of deprivation in 1981, 1991 and 2001. The proposed City Strategy should respond to these characteristics

A major thrust of the City Strategy is joining up efforts and it is important that the local partnership strives to achieve consistency in the geographical focus of programmes.

The purpose of raising these issues in the Expression of Interest is to emphasise the desire of the Dundee Partnership to align activities, initiatives and funding streams to the overall aims of reducing worklessness and improving employability

and to ensure that local knowledge and evidence about the geography of deprivation is taken into account.

A map of identifying the worst 15% areas of deprivation in Scotland within Dundee is included as appendix 1 for reference.

Briefly outline the labour market and skills demand context in which your consortium will operate, including significant future trends.

Summary

- A range of employment opportunities are available for people that are currently workless.
- Job vacancies are most likely to occur in Public Services, Wholesale and Retail; Hotels and Restaurants and Education.
- Vacancies are most common amongst entry level jobs
- Where vacancies are hard to fill this is likely to be because candidates lacked core skills such as communication, problem solving and customer handling skills
- Where skills gaps occur these are most likely to relate (though not exclusively) to softer skills
- Incapacity Benefit claimants that go back to work are likely to go into specific and identifiable sectors and occupations.

These trends have implications for how and what services should be delivered. The partnership will aim to ensure that the development of services to assist people into work (the service infrastructure) reflects the labour market and skills demand context and balance this with an approaches that are responsive to clients, customers and employers.

Dundee has experienced employment growth over the period 2001-2005 of between 2.1% and 4.4% - the target groups identified in this Expression of Interest are amongst the least likely to have benefited from increasing employment opportunities.

Industrial Structure/Employment Demand

The structure of employee jobs in Dundee is now broadly similar to Scotland as a whole:

- 37.0% of employee jobs in Dundee are in public services compared to 29.2% nationally. Recently the most significant jobs growth occurred in the public sector and Public Service industries are forecast to grow at the Scottish level
- Other sectors experiencing jobs growth were Wholesale and Retail; Hotels and Restaurants and Education
- The share of employee jobs in the manufacturing sector in Dundee (13.5%) remains higher than the national average. (10.1%), however, the manufacturing sector lost the highest number of jobs since 2001. The construction sector also saw its total job numbers drop by 14.7% over the

period 2001 - 2005.

- In terms of future growth prospects, Dundee is underrepresented in the Banking, Finance and Insurance sector, which Future Skills Scotland expected to experience growth at a Scottish level, but is well represented in the other sectors, such as Public Services Industries and Distribution, Hotels and Restaurants likely to experience growth.

Skills Demand and Supply

Future Skills Scotland's *Employers Skills Survey 2004* finds that:

- Vacancy rates were generally highest in jobs which require lower levels of skills and qualifications.
- Although less than half of all vacancies were considered hard-to-fill by employers, of those vacancies that were hard to fill, 55 per cent were hard to fill due to a shortage of necessary skills.
- As in previous years' surveys, it was 'softer' core skills such as oral communication, customer handling and problem solving which were most commonly cited by employers as lacking in applicants to skill shortage vacancies.
- One in five workplaces reported a skill gap (where employees do not possess the skills necessary for their post. These arise mainly, though not exclusively through weaknesses in the softer skills such as organisational and planning skills, customer handling and problem solving; this affected around 9 per cent of employees. These skill gaps disproportionately affect posts which require lower levels of skills or qualifications; the sectors affected most by skill gaps are the hotel and restaurant and parts of the public sector.
- Skill gaps arise mainly because of weaknesses in the softer core skills such
- as planning and organising, customer handling skills and problem solving

Future Skills Scotland's *Labour Market Predictions 2004* projects that:

Overall, the service sector will continue to be the biggest source of employment in Scotland. Within the service sector, the biggest growth in job opportunities will be in Retail and Distribution; Banking & Insurance; Business Services and Health & Education. Over the last 20 years, jobs in skilled trades, operative and elementary occupations have decreased, while professional and personal service occupations have grown. These trends will continue. In fact, employment growth will be strongest in jobs that are likely to require higher levels of skills and qualifications, like managerial and professional occupations.

Analysis of the Vacancies taken up by Incapacity Benefit Claimants (Jobcentre Plus, April 2005) provided national information on the vacancies filled by Incapacity Benefit Customers.

The main findings are:

Over 50% of vacancies filled by Incapacity Benefit customers are in only 10

occupations. This is much higher than would be expected suggesting that Incapacity Benefit customers seek a less diverse range of vacancies than the general Jobcentre Plus customer base.

Top ten vacancies filled by Incapacity Benefit customers:

1. Sales and Retail Assistants
2. Goods handling and storage occupations
3. Cleaners, Domestic
4. Packers, Canners, Bottlers, Fillers
5. Care Assistants and Home Carers
6. Van Drivers
7. Kitchen and Catering Assistants
8. Labourers, Builders and Woodwork trades
9. General office assistants/clerks
10. Process Operatives - Food, Drink and Tobacco

There are three distinct occupational groupings that the majority of Incapacity Benefit customers enter into:

1. Elementary Occupations (42% in the UK 38% in Scotland)
2. Process Plant and Machine Operatives (19% in the UK 22% in Scotland)
3. Sales and Customer Service Occupations (14% in the UK 16% in Scotland)

Data from the Scottish Employers Skills Survey 2004 and Local (Jobcentre Plus) Office Quarterly Occupational Analysis demonstrates that these occupational groups account for 51% of vacancies notified to Jobcentre Plus in Tayside (the geographical region in which Dundee is the major city).

% of vacancies notified in Tayside:

- Elementary Occupations - 30%
- Process Plant and Machine Operatives 18%
- Sales and Customer Service Occupations 3%

This information provides us with a clear idea of the types of skills which are required for the majority of Incapacity Benefit customers who will return to work.

"An Assessment of Generic Skills Needs" (DfES) also identifies that generic skills are also closely associated with skills gaps, in particular with communication, team working and customer handling.

A key focus for our intervention with this group will, therefore, be on developing skills variously described as employability/generic/deployment skills. By this we mean that individuals will be helped to develop self esteem, confidence and motivation and beyond this specific employability characteristics such as punctuality, communication, customer handling skills, team working and problem solving.

Individuals who wish to enter into different or higher level occupational areas still require core skills and within a City Strategy we'd plan to ensure that every person that is presented to an employer possesses, as a minimum, core skills in addition to more vocationally specific training where appropriate.

Of course in addition to entry level employment opportunities there are employment opportunities that require job or sector specific skills including opportunities in the care sector and in life sciences.

The activity in the City Strategy will be geared towards assisting people, in the majority of cases, fill entry level vacancies. Specific provision will be made for clients and sectors where labour market demand is for employees with higher or vocational skills.

What are the key supply-side issues in your area? Which disadvantaged groups will your consortium therefore focus on?

Dundee is experiencing depopulation (the working age population fell by 4.5% between 1994-2004). The depopulation is expected to continue and it is important, therefore, to increase the economic activity rate of the remaining population to ensure that there is sufficient labour to meet demand. It should be recognised we expect in migration, particularly from Eastern Europe, to impact on the way that the labour market operates in Dundee. This may result in increased competition for entry level jobs and it is, therefore, important to ensure that benefit recipients have the requisite skills and attitudes to compete if we are to reduce worklessness in the city.

Although the Travel to Work Areas extends beyond the city boundaries two of the neighbouring areas (Perth & Kinross and Angus) are expected to experience a decline in the working age population whilst the working age population in the remaining area (Fife) is expected to be stable. Commuting is not, therefore, a feasible solution to future labour supply issues.

The disadvantaged groups that will be focussed on include:

1. **Incapacity Benefit Claimants** - this is the key target group for the Government (as identified in the Green Paper on Welfare Reform) and is a key target group in terms of tackling worklessness and employability in Dundee. Some 8,800 individuals were in receipt of incapacity benefit in Dundee as at May 2005 accounting for around half of those in receipt of benefits in the city. (Source DWP 5% sample, Nomis)
2. **Lone parents:** Of 3,600 families in receipt of income support in Dundee in May 2005, 2,900 or over 80% were single parents with children. Targeting this group and supporting them to move into work will have a direct and immediate impact not only on employability and in reducing levels of child poverty. Dundee has also experienced the highest level of teenage pregnancies in Scotland in each of the past 13 years, over this period there have been a total of 5725 teenage pregnancies in Dundee. The focus on lone parents will also be aligned with the activity of Dundee's Working for Families project. Working for Families is a Scottish Executive initiative designed to assist parents make progress towards the Labour Market and into work and it has a complementary role to play in relation to the improving the working age employment rate and in relation to reducing

child poverty in Dundee.

3. Older Workers: The share of unemployed persons aged 50+ in Dundee surpasses the Scottish average. The number of long-term JSA claimants in the 50+ group persists at over 400 in Dundee. Whilst in numerical terms this is a relatively small the difficulty in reducing it to below 400 highlights the continuing difficulty of re-engaging older workers in a changing economic landscape. It is anticipated that there will be particular issues specific to the older age group across other benefit recipients which will require specific responses.

4. Minority Ethnic Participation in the labour market: In recognition of the generally disadvantaged position of minority ethnic communities in the labour market in the UK Dundee City Council Analysed ethnic minority engagement in the labour market in 2005 for a Local Employment Action Plan in order to establish whether there were particular areas for concern.

The analysis concluded that: ethnic minority groups constitute 3.7% of the Dundee population - below the UK but above the Scottish average.

There are significant differences in Dundee both between and within individual ethnic groups in terms of their position in relation to the labour market. Whilst the detail in this report highlights and analyses some of these key differences, in general no evidence was found to suggest that ethnic minority groups as a whole in Dundee are disadvantaged in labour market terms relative to the white majority although aggregated statistics disguise high unemployment shares amongst the Caribbean population (21.2%) and Bangladeshis. (14.3%) Absolute numbers are however small with 162 unemployed from minority groups compared to 5,634 across white group.

This position is somewhat different from UK findings and would seem to reflect the fact that Dundee's ethnic population is dominated by migrant students and workers attracted to the City by university places and higher level occupations respectively.

What organisations – including public sector bodies, employers and, where appropriate, private and voluntary sector organisations – will come together to form your consortium?

The following organisations will come together to form the Dundee Employability consortium:

- Jobcentre Plus
- Dundee City Council
- NHS Tayside
- Careers Scotland
- Scottish Enterprise Tayside
- Employers

Jobcentre Plus, Dundee City Council, NHS Tayside, Careers Scotland, and Scottish Enterprise Tayside have committed themselves to the development of a Dundee Employability Action Plan. They have been working together since December 2005 analysing employability issues, sharing experiences, developing a common understanding and agreeing key themes which will be included in an Action Plan. The Plan will describe how employability services will change to meet the needs of beneficiaries in the city, ensure that there is less circulation without progress for workless people, ensure that each partner is clear about their role in the process and that each partner knows what they are expected to deliver.

The Action Plan is the mechanism through which partners will build up our own bottom up action in the area of employability which will focus on better coordinating local activity.

The development of the Action Plan has been facilitated by the establishment of an Employability Group within the local Community Planning Partnership. Membership of the group comprises the organisations identified above and will develop to include Dundee College representing the Further Education sector. If we are invited to develop a City Strategy the Dundee Partnership Employability Group will undertake the role expected of a City Strategy consortium.

The remit of the Dundee Partnership Employability Group is outlined in appendix 2.

Employer Involvement

The development of the overall employability agenda in Dundee and the Dundee Partnership's intent to submit an expression of Interest for the City Strategy initiative in Dundee has been discussed with key local private sector employers and has received full support.

Employers have an interest in improving the availability of labour in the city and the levels of motivation, competence and skills of the workforce generally and they recognise the positive contribution that better alignment of stakeholder activity and resources can have in achieving this.

Trevor Haines, General Manager, Michelin, Alan Hardin Chief Executive, The Alliance Trust, and Simon Donaldson, General Manager, Lend Lease Retail - Overgate Centre, have given their support to the Partnerships' aims to reduce worklessness, raise the employment rate and involve employers in the process.

These employers have also committed to participating in an Employers board which we intend to establish to work alongside the Employability Group of the Dundee Partnership.

Whilst we cannot be prescriptive about the role of the board, we anticipate that it will board will assist the partnership develop the employability service infrastructure, ensure that employability programmes reflect employer demand and will contribute to strategy development and monitoring.

It is our intention to further discuss the role of the board with the partners identified above and we also plan to invite the Chamber of Commerce, the Federation of Small Businesses and Tesco (Dundee's largest private sector employer) to join the Employer Board.

Dundee City Council, NHS Tayside and the HE/FE sectors are the largest employers in the city and representatives from these organisations will also participate in the Employer Board.

Where appropriate and relevant individual employers will be directly involved in the implementation of specific activities or projects. We also expect that the Board will provide advice on workforce development, what is appropriate, attractive to employers and what is likely to work. Individual employers including those that recruit from employability services will be engaged on an activity by activity/project by project basis.

A central theme of the evolving employability approach in the city is the commitment to shape a service delivery infrastructure that is more appropriate to the needs of our two main client groups - employers and people moving into work.

As part of this the partnership will wish to explore the potential to develop a single employer intermediary to coordinate operational contacts with employers.

Voluntary Sector Involvement

The Voluntary Sector including Registered Social Landlords and organisations working to support the employability of the most disadvantaged will be involved in the employability effort in Dundee. If invited to develop a City Strategy the consortium would undertake a mapping exercise identifying the voluntary groups in the city that provide employability services to clients and who pays for these services. One of our intended outputs from this would be to improve the coordination of voluntary sector opportunities and, longer term, to improve the fit of voluntary sector provision to customer and employer requirements.

The employability group of the partnership is aware that the voluntary sector has three roles in relation to employability. One as a lobby group and advocate on behalf of the workless client group, another as a provider of volunteering opportunities which can be used to assist clients develop confidence and skills and another as a contracted provider of services. The consortium will wish to take great care that appropriate and clear relationships are developed with the Voluntary Sector as part of the development of a full blown City Strategy.

Engaging with Clients

If Dundee is invited to continue with the process of developing a City Strategy the partnership will develop ways of engaging better with clients. Indeed the process of better engaging with benefit recipients has already begun with. For example, a meeting with between benefit recipients, senior managers from partnership organisations and local member of parliament was recently held and this proved useful in gaining an insight into what clients actually experience and gain from

participation in programmes and in identifying issues and problems from a client perspective.

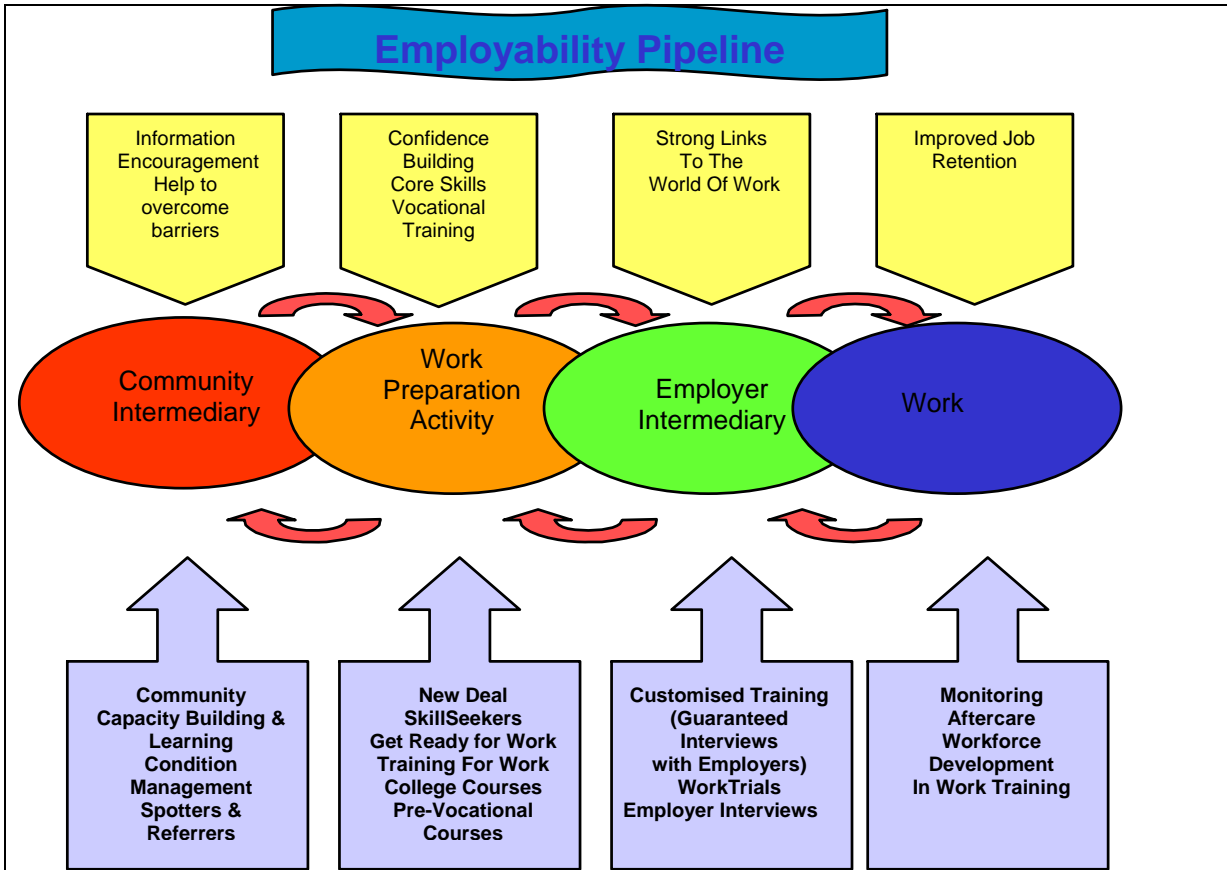
The consortium will aim to establish a relationship with the Scottish Centre for Healthy Working Lives. The Scottish Centre for Healthy Working Lives has been established with the aim of retaining people in employment if they become ill or incapacitated in some way. This fits with the concept of ensuring that the various elements of the “pipeline” as described in the next section are joined up.

How will your consortium integrate the efforts of all partners behind chosen priorities? What will change as a result?

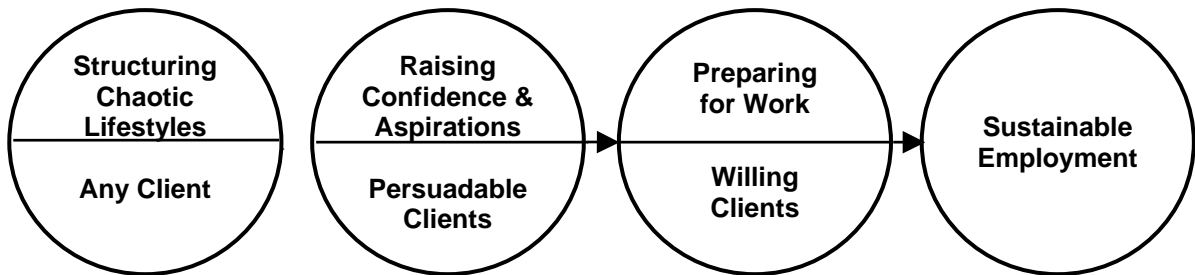
The overarching aim of the Employability Group is to improve the effective working of and flow through the "pathway" or “pipeline” which supports individuals to gain and sustain employment and which matches the service delivery infrastructure that needs to be created with the type of clients we are trying to bring through the system. Ideally these two things will come together to create both:

- a pipeline of all the required support services;
- a continuous flow of clients all the way from benefits to sustainable employment.

The pipeline can be represented diagrammatically thus:



Alternatively, the diagram below illustrates the pipeline and the kind of clients we should try to engage at different stages. It shows in a simple way the need to match services to clients at different stages in their development in relation to their return to work.



The support available to workless people in Dundee is significant but lacks overall strategic focus and has the potential to be joined up more effectively. The consortium will significantly improve the alignment of funding and coordination across the partners. It will be aided in this by exploring the flexibilities that can be developed locally as well as requests for increased flexibility at the national level. Efforts would also be made to ensuring that the pipeline is resourced in a way that matches the needs of target groups

The Employability Group has undertaken work over the past six months to identify and agree local priorities and barriers which will inform what will change in relation

to the services we deliver to support people into employment.

The City Strategy will provide additional impetus to joint working between existing partners within the Employability Group of the Dundee Partnership. Our ultimate aim is to create a new set of relationships which will improve connectivity and drive up the effective working of the labour market in the city. We also aim to improve employment outcomes by providing and better managing the pipeline of opportunities and we will stop any duplication of partnership funding.

The consortium proposes to employ an employability manager to coordinate employability focused activity within Dundee. This recognises that there is a need to resource the management of the process. A draft job description and person specification are included as appendix 3.

Engaging Employers

Partners have begun the process of developing an employer board as described in the previous section to oversee the development and implementation of the City Strategy, provide a strategic overview and act as a champion of the strategy with employers.

The consortium will aim to develop, in line with Workforce Plus activities a new relationship with employers which will move beyond the provision of labour to the development of a contract with employers which looks beyond recruitment to sustainability and workforce development.

Engaging the Voluntary Sector

The voluntary sector is represented indirectly in the Dundee Partnership Employability Group through Communities Scotland and it would be our intention to strengthen voluntary sector representation. The consortium will aim to strengthen ties at a strategic and operational level with Communities Scotland and Registered Social Landlords, Dundee Community Health Partnership and voluntary organisations that have direct contact with and that deliver employability services to the target groups.

The consortium will aim to build the private and voluntary sector into the process of moving people from benefit dependency into employment and will include them in the management process.

The consortium will also aim to ensure that employer and customer feedback on the effectiveness of interventions is factored into the future development of services.

Changing the role of Frontline Staff

Frontline staff in all partner organisations will play a central role in the delivery of a City Strategy. In organisations which have a focus on employability the appropriateness of referrals and an increased focus on employability outcomes will be developed.

A key action will be to bring the staff in various agencies (for example, NHS, community services, learning networks, employability service providers, housing providers and welfare rights networks) together to develop a common understanding and improved processes for joint working.

We need to raise the volume of inter agency referrals and the quality of referrals and to achieve this we will raise the capacity of frontline staff to identify individuals with the potential motivation to move towards and effectively sustain employment.

In mainstream health services frontline staff will develop a new role founded on an appreciation that employment will be a valid outcome for a significant proportion of their patients/clients, recognising the long term health benefits, including mental health benefits, that accrue from engagement in work. This will require a significant initial emphasis on staff training relating to assisting staff:

- Understand the benefits of employment for patients;
- Articulate and advocate these benefits to patients;
- Develop sufficient knowledge to make appropriate referrals (the experience of developing a “Spotter and Referrers” system for the partner’s Literacies initiative will prove valuable here).

The strategy will aim to encourage staff to make positive referrals, not simply handing clients onto others. In agencies such as Jobcentre Plus frontline staff will be equipped to address the individual needs of clients and provide relevant referrals to support those needs. Information Technology systems that will facilitate referrals that are appropriate will be explored.

Our initial analysis identifies that a number of individuals either get stuck in a “revolving door” moving from one provision or intervention to another without making any real progress towards employment. If invited to develop a City Strategy we’d wish to develop a role for frontline staff as “key workers”. Key workers will have a “case management” responsibility for individual customers and ensure that they are progressing through the pipeline identified above.

Condition Managers

Condition managers have proven to be successful in Pathways to Work pilot areas in assisting Incapacity Benefit recipients “manage” their condition and move into employability focused activity or work. The Employability Consortium would aim to employ condition managers to work with individual customers. Condition Managers would also play a leading role in frontline staff training.

We would also wish to explore if the concept of condition management could be used for other customer groups. For example the Working for Families initiative employs key workers to manage “conditions” around lack of confidence and difficulty in identifying suitable child care options. In working to support young people into employment the “condition” to be managed might relate, for example, to family circumstances which need addressed before the young person will be in a position to hold down a job.

Contracting and Commissioning Services

The services that are commissioned to assist workless clients and the way in which they are commissioned are critical in determining what the service infrastructure looks like. We intend to examine how partners contract with providers, with the objective of aligning contracting practices as a means of ensuring that partners are working towards agreed priorities and outcomes.

Engaging with Stakeholders

As identified in the previous section the consortium would aim to engage with employers, the Voluntary Sector and with benefit recipients more effectively. As part of this process the consortium wishes to explore the feasibility of developing a single “employer intermediary”. In place of the current situation where support organisations each have their own ad hoc arrangements with employers which may have developed as much by historical accident as design, we envisage that an intermediary would manage operational contacts with employers (for example in securing vacancies) on behalf of all service providers.

Do national policies or practices throw up any barriers to partnership working or efficient delivery at local level? For each barrier please state:

- ***the precise nature of the problem***
 - ***how you would like to see this overcome***
- how, and how much, performance would improve as a result***

Barrier 1 -

Funding too specifically targeted or dependent on strict eligibility criteria - e.g. client group/postcode based:

Rigid application of criteria can deny the opportunity to other vulnerable groups/individuals to benefit from initiatives. Allowing for an element of discretion to be used by the partners when allocating funding would result in their ability to respond rapidly to locally identified issues.

e.g. - building in a percentage of clients from “other groups” could result in an average of 20% improvement in participation in training or pre - recruitment events.

Barrier 2 - Lack of an integrated Customer Engagement strategy to address the multiple barriers that exist within communities:

A more co-ordinated and innovative approach to community outreach is required to maximise customer engagement and their access to provision. While statutory and voluntary organisations have developed customer engagement models to increase contact there are still significant numbers of jobless people “missed” in the process.

The sharing of resource, funding and data across the partner organisations would improve the service.

Barrier 3 - The Employing Community's perception of jobless people and their ability to be sustained in the workplace (creating sympathetic employers):

Employers need to be convinced that people returning to or joining the workforce have the skills and attitude required to meet the needs of their organisations. They raise basic concerns about work ethic and attendance. In addition they express fears about litigation under employment and health & safety legislation. Legislative changes contained in the green paper will go some way to assist but an integrated employer engagement strategy is required if we are to attain a more positive attitude from employers.

A workshop involving Employability Group members was held on 16 January 2006 and this identified barriers including:

- Competition from EU workers
- Lack of a clear financial benefit and the need to address financial inclusion and debt issues
- Lack of confidence was identified as probably the greatest single barrier
- In Dundee the number of young mothers is a particular issue
- Employer expectations can be unrealistic often looking for more that they actually need to do the job

Barrier 4 - Flexibility within the Benefits System - Our Working for Families initiative has also identified some inflexibilities in the benefit system as a barrier and have identified a need for benefits run on for clients entering work and not being paid for 4 weeks for those that have been on benefits for less than six months, many people in entry level jobs move in and out of work regularly. Perhaps there needs to be some flexibility in the ease of movement between benefits and work and back again.

What will your consortium achieve for its target groups, over and above existing targets? Please briefly explain how you have arrived at these targets. Who will be accountable for their achievement?

The development of a cohesive approach to employability and the development of a City Strategy will improve how the system works in a coherent fashion to deal with a new set of client groups. The target will be to move people from inactive benefits to employment from an (almost) standing start.

The targets which the existing Employability group has, to reduce worklessness by 10% by August 2007 and by a total of 30% in total (2004 baseline) are already challenging, compared to previous trends achieving the 2007 target will require the rate of previous decline to be close to doubled and achieved in half the time so this is a very demanding target.

The consortium may wish to consider setting an employment rate target over and above the Partnership's existing target to reduce worklessness. This might be

done by building in the increase in the employment rate brought about by the 10% reduction in worklessness we target for August 2007, or the consortium may wish to set a target in relation to an increase in the number of people leaving benefits for employment, over and above the existing outflow of benefits to jobs.

We would want to ensure that the City Strategy Targets are consistent with the employability targets already agreed with the Scottish Executive.

The issue of City Strategy targets and the fit with existing Workforce Plus targets is something that the Employability Group would wish to discuss in some detail if invited to develop a City Strategy.

We would aim to increase the employment rate in Dundee from the current level of 70.2% (annual population survey Apr 2004 - Mar 2005) towards the 80% rate identified in the Green Paper on Welfare Reform.

The Dundee Partnership Employability Group will be responsible for achievement of the targets. Within this named partners will be responsible for specific actions.

Dundee City Council will act as the accountable body in terms of the administration of the City Strategy, information and monitoring and financial systems.

Please outline a robust system for tracking performance against your consortium's targets.

A collection of national and local indicators will be used to measure progress.

There may be potential to use Jobcentre Plus' LMS system to facilitate tracking – this is something that the consortium would investigate further if invited to develop a City Strategy.

The consortium would aim to develop a process map that would set out who does what for clients and whose responsibility it is for managing client's access to services at different points.

In respect of tracking individual client progress we'd aim to ensure that the tracking that is put in place is part of the case management/key worker approach identified in the section which describes how the consortium would integrate partner's efforts what would change as a result. The tracking needs to be client focussed and ensure that the client has reached, is receiving and benefiting from the service to which they have been referred.

As tracking is an expensive process we'd wish to use existing systems rather than create a new one.

What will be the impact of your proposal on the wider LAA (or LAAs) - or equivalent

- and other existing employment and skills strategies or initiatives?

The Dundee Partnership is in the process of developing and Employability Action Plan in conjunction with the Scottish Executive's Workforce Plus strategy. The City Strategy will complement and add to these developments.

As part of this process the Dundee Partnership has agreed that the following strategies and initiatives should be aligned:

Workforce Plus - and Employability Framework for Scotland More Choices, More Chances,

Working for Families

Prevention 2010

The Community Regeneration Fund

Financial Inclusion Strategy

European Structural Funds

How will governance arrangements need to change to accommodate and support new ways of working under your consortium? How will this fit with and relate to existing regional or local structures?

The consortium will operate within the framework of the existing Dundee Partnership. We propose that financial management will be rolled into the financial management arrangements for the Community Regeneration Fund and other associated funds. The precise governance details will be developed as part of the process of developing the City Strategy is the partnership is invited to work up proposals for a strategy.