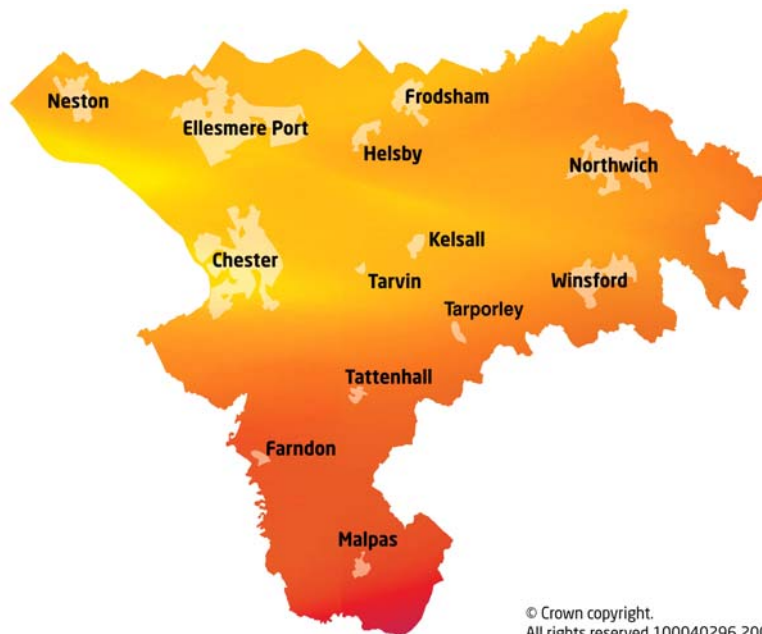


The Housing, Health, Employment,
Enterprise and Training Centre

HHEET

Evaluation Report July 2011



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1. Introduction

The HHEET Centre (Housing Health Employment Enterprise and Training) was established to support residents at neighbourhood level to improve their confidence and skills to enter the job market, whilst working with a range of partner agencies to ensure any potential barriers to their progression or ability to access education, training or employment are removed and to inform the delivery of integrated delivery of services at a neighbourhood level.

The concept for the Centre was developed in line with the key messages from the Local Integrated Service approach adopted by the Authority, the Our Place Ellesmere Port Neighbourhood Plan and Worklessness Reports (2010) to make front line services much more effective and accessible, invest in employment, skills and enterprise, reaching local residents, working at a local level, empowering local people and through collaboration with other local providers to ensure that we have the potential to do more to tackle poverty and worklessness.

The purpose of this interim report is to review progress with the original aims and objectives to inform future development for the HHEET Centre in Ellesmere Port and the exploration of the HHEET Centre concept for potential roll out to other areas across Cheshire West and Chester (CWaC).

1.1 Fit With The Council's Corporate Priorities

The HHEET Centre approach fully complements and supports the Council's corporate priorities as it is a grass roots model of locality working based in a local office in the Westminster area of Ellesmere Port. The HHEET Centre approach is designed to empower people to solve their own problems, take part in activities that empower them, both improving educational and employment opportunities, completely in line with the big society approach. Volunteering is a key element of skills development and inclusion, allowing people the freedom and confidence to influence things in their area. The HHEET Centre approach also supports and complements the Our Place locality model by capacity building residents to be able to become involved in their neighbourhood, having the freedom to influence and discuss topics that matter to them and a more local approach to social action and responsibility.

The Welfare Reform Act 2009, Welfare Reform Bill 2011 and the DWP Work Programme created a need for all providers to become more creative and innovative and concentrate on people who are workless in addition to the unemployed. Employment Skills and Learning teams are moving into locality working through the approach developed by the HHEET Centre Steering Group and the opportunity offered through the work programme to address the wider issue of worklessness. The HHEET Centre model was presented to a number of Prime Contractors at Government Office North West as part of the vision for CWaC's approach to tackling worklessness. It is envisaged that the HHEET Centre will play a key role in delivery.

The authority is one of the Cabinet Office pilots for local integrated services (LIS), with priorities being to explore pooling of budgets and resources to achieve greater service integration and subsequent benefits this can bring. The HHEET Centre model fully supports this with external partners and the community being involved in its design and services. The innovation of the HHEET Centre Model will be utilised in exploring options for expansion into Northwich, Winsford and Chester.

As a major employer in CWaC it is imperative that approaches are developed by the local authority that provide value for money, support and enhance sustainable communities, create better life chances, reduce worklessness and maximise local authority income where possible. Reducing worklessness makes good business sense, as the creation of stable and prosperous neighbourhoods will reduce anti social behaviour and problems associated with worklessness and economic deprivation. As an authority a range of services are already offered to support people, however a more co-ordinated approach is now needed, focused on supporting people who will find themselves in an ever increasing need for support as part of the governments drive to reduce worklessness and benefit dependency as part of its welfare reform programme. This reform will have a major impact on housing benefits, families and lone parents, incapacity and employment support allowances and will result in a universal benefit with a maximum threshold regardless of household size.

More recently DWP announced its plans to introduce over £16million ESF Complex Families funding for the Greater Manchester, Cheshire and Warrington region to tackle barriers to work for families and individuals who face multiple barriers to work. The funding aims to tackle and prevent worklessness to help improve social inclusion and social mobility, ultimately alleviating child poverty as supported families' progress into work. The ESF provision must be aligned with Local Authorities existing work with multi-generational families with multiple problems to provide a continuum of support to complement and add value to the broader programme of DWP provision including the Work Programme. The ESF provision can only be accessed by Prime Contractors who are already on the DWP framework to deliver the Work Programme. Being a successful sub-contractor of the Work Programme, means that CWaC is in a key position to engage with Prime Contractors operating in the Region wishing to pursue this funding, which will enhance service provision to CWaC residents.

1.2 HHEET Background

The Housing Health Employment and Enterprise Centre (HHEET) concept was developed as part of CWaC's approach to developing Local Integrated Services to tackle worklessness across the Borough of Ellesmere Port.

A report commissioned by CWaC into worklessness in February 2010 found Ellesmere Port is an area that suffers disproportionately high levels of overall deprivation and high levels of worklessness, low skills levels and weak levels of labour demand (Inner City Solutions, 2010). CWaC is a relatively affluent Borough, with pockets of high unemployment which have not seen the benefits of economic growth and the gap between them and the rest of the Borough has continued to

widen. The recession has hit the Ellesmere Port community hard with unemployment rates in the more deprived areas increasing significantly resulting in high levels of worklessness and child poverty.

Targeted work to get residents of Ellesmere Port's most disadvantaged residents into work were temporarily very successful, and the town's reduction in unemployment in the years before the recession was notable on a national scale (DCLG Employment Rate Change 2006-2008) and bucked the trend experienced by nearby neighbours. However these areas were very quickly returned to the previous high levels of unemployment once the recession hit, as the deprivation within these neighbourhoods had not improved at the same rate, making successes like these fragile and vulnerable during tough economic times and a competitive labour market. Neighbourhoods had not been transformed into places where working life would thrive.

The research into the impact of worklessness within Ellesmere Port identified some of the barriers to work faced by long term unemployed residents. Some have low aspirations, and face multiple barriers including debt and ill health that prevent them from positively progressing. Reaching and engaging these individuals requires significant time and resources as awareness, trust and understanding needs to be developed and then long-term bespoke personal support, confidence building and peer mentoring is often required to help people overcome their particular barriers. The culture that contributes to worklessness within many parts of Ellesmere Port is now so deep-rooted that it requires a re-engineering of public services to meet the specific needs of these communities. Whilst the Ellesmere Port Development Board and Area Partnership Board tackle physical and community elements of regeneration in the town to create 'working communities', i.e. an area where working culture will thrive, a model to bring together services for individuals was needed.

Given the general state of public finances, limited or no additional funding sources may become available to tackle worklessness in Ellesmere Port in the immediate future. The need to use the collective expertise and resources of all public service providers in Ellesmere Port, across the themes of employment, housing, health, and family services is vital.

To address the findings of the report a Steering Group was established to develop the concept further with a consultant being appointed in October 2010 to agree the partner priorities and establish the HHEET Centre.

The HHEET Centre aims and objectives were defined and the Centre was established in February 2011 at the former Westminster Housing Office. Locally the service has adopted the 'Our Place' brand partnership name of HHEET as it fits with the concept of the service to work cohesively with a network of partner agencies to complement and enhance existing services, making sure they are better able to meet the needs of clients.

1.2 1 Aims and Objectives

The HHEET Centre aims to support residents at neighbourhood level to improve their confidence and skills to enter the job market, whilst working with a range of partner agencies to ensure any potential barriers to their progression or ability to access education, training or employment are removed.

The Centre will:

- Identify a single point of access for delivery of a range of services to residents
- Develop an integrated neighbourhood service delivery model for local education, training and employment agencies
- Create opportunities to remove barriers to economic inactivity of residents, low skills levels, worklessness, education, training and employment through a single team approach
- Examine good practice from other cities to develop ideas for delivery in Ellesmere Port and further improve integrated neighbourhood services and strategies
- Create efficiencies within public funding budgets via centralised support for the service hope to see this considered in the report
- Develop an intelligence led approach to worklessness interventions in Ellesmere Port
- Identify and develop employment routes linked with potential economic growth in Ellesmere Port
- Establish effective performance monitoring systems and reporting mechanisms

The service is being delivered in partnership with a range of agencies and will look at the potential to identify residents who are excluded, providing them with integrated packages of support (employment, training, childcare, health, counselling, financial inclusion, etc).

1.3 The National and Local Labour Market Context

This section of the report has been compiled utilising the worklessness report produced by Inner City Solutions, commissioned by CWaC in March 2011 to assess the impact of worklessness within the more deprived areas of the Borough to enable the authority to develop appropriate and innovative solutions to supporting residents of the Borough to address worklessness. Sources used for statistical data are the Office of National Statistics and Annual Population Survey.

1.3.1 Worklessness

In discussing the local labour market it is worth defining the term worklessness as this demonstrates how broad the definition is and the range of clients the HHEET Centre can work with.

Worklessness is the term used to describe those who are economically inactive. People of working age who are not working, not in full-time education or training and including those who are not actively seeking work. Many are outside the labour market voluntarily, because of family responsibilities or early retirement for example. It can also include those who are out of work because of illness. Such people may be claiming Incapacity Benefit (IB) or Severe Disablement Allowance (SDA). Source: Local Government Improvement and Development, 2011.

1.3.2 National and Regional Worklessness Agenda

Addressing worklessness is also central to Governments reform of the national welfare to work system. The Houghton Review (2009) outlined a series of recommendations for the central role of local government in working with local partners to address worklessness including.

The role local authorities have in both procurement of external services and as a major employer within the areas they operate and that they could further support the worklessness agenda by:

- Supporting local enterprises through council procurement processes – the council's Economic development Team has run workshops for hundreds of sme's to explain the council's procurement process 'The Chest'
- Broadening the range of work experience and training made available, including expansion of apprenticeships - the council's Skills Development Team is working closely with the Apprenticeship co-ordinator, individual departments such as Customer Service and significantly through the council's Procurement Service to begin developing additional opportunities for apprenticeships and work experience. The Supported Employment Team has also created an innovative project 'Gateway to Work' providing 3 hour per week job opportunities in the council for those with learning or other disabilities who need support in the workplace.
- Ensuring that new developments or job opportunities in the area are captured for workless residents - the council's Employment Development team works with planning, HR, Special Projects and Economic Development to ensure that new opportunities are captured and linked to local unemployed people. Tremendous success has been made both within the organisation and outside, including through the use of Section 106 agreements. Similarly the team has supported internal departments and external companies that are making redundancies, and chair a Cheshire and Warrington-wide Redundancy Action Partnership (RAST)

The National Government Total Place 'whole area' approach that Ellesmere Port is piloting lends itself to solutions to addressing worklessness, with its aim to identify

and avoid overlap in its whole area approach to commissioning and delivering public services.

The Child Poverty Bill (1999) makes a commitment to ending child poverty by 2020, and national targets to reduce the proportion of children living in relatively low income households; suffering material deprivation; experiencing long periods of poverty. The Bill also provides key messages about the need for a clear family focus in delivering mainstream Welfare to Work programmes; the need for long term views on the nature of work, not outcomes based approaches that force people into low income jobs; and support for single or non working partners to move into work.

The North West Regional Economic Strategy (2006) identifies the key challenge of worklessness within concentrations of deprived neighbourhoods including:

- Developing childcare programmes and raising the importance of childcare with employers
- Providing intensive support to workless residents
- Creating job brokerage services that link employers to vacancies and workless residents

1.3.3 The Scale of the Worklessness Challenge

The Local Area Agreement for 2009-2011 outlines the agreement between Central Government, CWaC and its partners with targets for getting NEET's into employment training and education; working age people claiming out of work benefits in the worst performing neighbourhoods into work; increased numbers of residents qualified to Level 2 and Level 3 or higher. This is further supported by the West Cheshire Employability Partnership whose priorities are to address local issues relating to employability, skills and enterprise in the local economy. The groups remit specifically focuses on maximising local economic benefits from physical and economic regeneration whilst supporting residents with significant barriers to work.

82.8% of Cheshire West and Chester's working age population are economically active (people over 16 years of age who are either working or registered unemployed). This is higher than the national average of 77% and considerably higher than the regional average of 76.8%.

The Boroughs overall employment rate is relatively high at 76.5% (2008-9), only 2% lower than that of the wider sub region and economic activity levels highlight general Borough wide trend for declining levels of economic inactivity over recent years up to the recession.

4.3% of Cheshire West and Chester's economically inactive want to secure employment and this poses a real challenge for the Authority as this may require more intensive support as there may be low expectations and low motivation amongst local workless residents. The Borough wide average unemployment rate of 3.6% masks concentrations of unemployment in specific wards of Ellesmere Port, mainly Central, Grange, Rivacre, Rossmore, Stanlow and Wolverham and Westminster. Five of these six wards have averages above the regional average, with Westminster having the highest unemployment rate for its working age

population of 9.6%. This is more than double the North West Average and almost three times that of the sub region of Cheshire and Warrington.

Long term unemployment in the Borough and wider sub region at December 2009 was 1%, this was 50% and 70% lower than the national and regional averages respectively. All six wards that fall within the Ellesmere Port area have long term unemployment rates above the Borough average. Westminster ward long term unemployment rate is 2.9%, almost double the national average.

In comparison to the Cheshire and Warrington sub region in August 2009, Cheshire West and Chester has a high level of claimants for all state benefits. At 10% of its working age population the Borough has a high rate of worklessness relative to the sub regional average (9.5%).

In 2008 12.8% of Cheshire West and Chester's working age population had no qualifications. This was higher than both the national and regional averages, but slightly below the regional average on 14.7%. The proportion of people qualified to NVQ Level 1+ in the Borough and wider sub region had however declined in comparison to the national and North West region levels between 2005 and 2008. 66.9% of working age population of CWaC had an NVQ Level 2+ qualification, 1.5% below the sub regional average. High and rising levels of residents with no qualifications is of potential concern as it suggests that the boroughs residents are becoming less well placed for any upturn in the economy.

The Borough also has notably low proportions of its working age population working as managers and senior officers, 2% compared to the sub region average of 4.4%, Associate Profession and Technical employees are also lower with 4.3% for the region compared to 11.4% for the sub region. In contrast however it had high levels of Sales and Customer Service employees with 34.8% for the region in comparison to 23.4% for the sub region. Administrative and Secretarial employees are also higher in comparison to the sub region with 15.3% compared to 12.1%.

In January 2010 there were a total of 345 vacancies in Cheshire West and Chester which is relatively low compared to the high number of workless residents in the area, 2730 people. The weak labour demand in the main employment areas neighbouring the study area (Ellesmere Port's most deprived neighbourhoods) compounds the problem of a low skills base with poor labour mobility.

This section has outlined the scale of the challenge facing the Council and its partners in tackling worklessness with Ellesmere Port. Supply side constraints such as high and rising levels of residents with no qualifications and low levels of residents with NVQ Level 1+ and 2+ qualifications, are related to weak labour demand locally. Unless these key labour market issues are adequately addressed, the gap between Ellesmere Ports most deprived areas and the rest of the Borough and wider sub region will continue to widen.

1.4 Methodology

The research on which this report is based involved a combination of methods including desktop research, and discussions with key personnel and partner surveys. A range of information has been collected to inform the interim evaluation including the action plan, reports, client data, processes and systems used by the HHEET Centre. The research provides a summary of progress to date and a detailed analysis of client records.

Evaluations of worklessness projects usually involve an assessment of cost effectiveness. This typically consists of calculating the amount of money spent by the project divided by the number of outputs. This allows a comparison of projects to be made. According to CLES (2009) costs per unit vary, between £6,199 and £34,000, much higher than those for mainstream (i.e. Jobcentre Plus projects). Whilst hard outputs can be measured in this way, the evaluation also included the measurement of some soft outputs, i.e. self-confidence and self-esteem building, which cannot be measured on a cost basis but are equally important. However placing a beneficiary into employment is not the sole purpose of worklessness projects and the true measure of success should include soft outcomes.

2. Services

2.1 Service Design and Development

Diagram 1: HHEET Progression Model



2.1.1 The Approach

The approach to delivery of the service involves person centred planning for participants. This is a process-oriented approach to empowering people that focuses on the people and their needs by putting them in charge of defining the direction for their lives, not on the systems that may or may not be available to serve them. This ultimately leads to greater inclusion as valued members of both community and society. Person-centred planning involves the development of a range of approaches and resources that enable people to choose their own pathways to success; the planners simply help them to figure out where they want to go and how best to get there.

This approach requires a key worker role with clients who are referred or signposted to the service to enable them to continually be progressed and tracked. Delivery will be mainly through face to face outreach contact of the key workers and support agencies offering services. 'Key workers' will support clients to develop action plans and identify who and what they need to help them to progress and how and when this will happen. So for example if a customer identifies a specific skill lacking to increase their ability to gain employment in a particular field then the advisor will contact a training advisor to get them to come and meet the customer on their own territory to provide the appropriate support and advice. The advisor will then meet with the customer to support them to progress the advice. This will continue with other identified needs e.g. health, domestic, childcare, financial, social, legal, until the customer feels they have achieved their goals, demonstrated in the model below.

Diagram 2: HHEET Person Centred Client Model



- benefits of desired-behaviour
- the desired behaviour.

2.2 Establishment of HHEET Centre in Ellesmere Port

The former Westminster Housing Office in Ellesmere Port was identified as the ideal location for the HHEET Centre prior to the Consultant Manager starting in post, based on the findings of the report produced by Inner City Solutions and Westminster being one of the town's areas of highest unemployment.

2.2.1 Refurbishment

The plans for the refurbishment of the Centre and the required budget were agreed and supported with Housing Management paying for the refurbishment and management of the refurbishment works being provided by the Our Place Steering Group Representative in conjunction with Housing Management. Unfortunately, although the refurbishment was expected to start and finish before December 2010, this was not progressed as planned due to a requirement to follow procurement

rules which are in place to ensure that local businesses have an opportunity to engage in business with the council, but which resulted in delays of over 6 weeks. The management of the refurbishment works was subsequently taken over by the appointed Consultant Manager in December and further to revisions to the plans work commenced late January and took over 8 weeks to complete due to staff having to work in the building whilst contractors were working. The building officially opened to the public on 23rd February 2011.

2.3 Key Issues and Solutions

There have been several issues affecting the smooth running of the centre and implementation of the service as detailed below.

Delays to refurbishment works and having to work around the contractors meant plans to open the centre in January had to be rescheduled to February and the planned open day had to be postponed to February.

Delays to the installation of IT equipment and telephones, and accessibility to online services for agency staff meant agency staff were not able to access their own systems, reducing their ability to work at the Centre. It should be noted however, that the requirements for access to training laptops for public use with accessibility to the internet and provision of access for agency staff, without compromising CWaC systems was a new concept that had not been implemented in the Council before. All outstanding equipment is due to be delivered and installed before the end of September 2011.

Staffing at the Centre originally included a manager, two Future Jobs Fund staff and two existing teams of staff from Housing Management and Leaseholder Management Services. There were some initial concerns from existing staff about how the changes to the Centre services might affect them, noise levels from increased customers using the building and logistical issues relating to building management, office cover and security. These were further exasperated by an announcement that the Housing Management Team were relocating to another office as part of long term plans for the team to be in a central location and the reception staff member relocating to a central office due to long terms plans to have all business support staff centralised. Discussions have taken place with Business Support services within CWaC and they have provided reception cover to the Centre since June 2011. Two additional staff from Supported Housing are also currently housed in the building, further supporting office cover.

Although the Consultant Manager's role was always intended to involve the day-to-day operational management of the centre, the lack of an experienced support team proved to be a significant draw on her time.

The centre had opted to take two Future Jobs Fund staff during the pilot phase, and because it supported the centre's objectives – however, their capabilities for undertaking administrative work were extremely limited, resulting in extra work for the Manager and additional time commitment to development of their skills during

the period involved in this review. This has also resulted in the partnerships and relationship management of partners being put at risk as there has been reduced capacity to manage relationships.

To resolve this, from June 2011 Business Support have also provided high level administrative support to the Centre and will continue to provide this support until October 2011, when provision has been made for a full time staff member to provide reception cover and administrative services. Also an additional Manager has recently been appointed on an interim basis to cover the day to day operational management of the service, office management and staff management freeing the Consultant Manager to complete the strategic development of the Centre and ensure smooth handover of all outstanding work areas in September. .

It was initially envisaged that the Consultant Manager would be able to induct staff appointed to run the Centre from September 2011 and undertake the scoping study to explore options for rolling out of the good practice from the HHEET Centre into other areas across CWaC. Unfortunately due to timings for reports due to CMT and length of time for approval for posts the Consultant Manager will have left. The Interim Manager will be able to induct staff, and the Employment Skills and Learning department will explore the scoping options.

The Centre opened with a commitment from partners to provide key workers to manage client caseloads. The Centre had five part time key workers when it opened in February. This commitment has been severely affected by the economic crisis and cutbacks, resulting in partners losing funding and in some cases staff. This is an area that requires further development and future discussion with partners and is discussed in more detail in section 2.4 below.

The staff currently occupying the building from Leaseholder Management Services and Supported Housing may restrict the potential for long term development of the Centre, but are currently critical to providing office cover. None of these staff are able to support the delivery of services provided at the Centre and long term plans include discussions with Housing Services to re-locate these staff and bring in housing staff that complement the aims and objectives of the Centre.

The approach developed by the HHEET Centre to address worklessness was utilised by CWaC in discussion with the Prime Contractors for the Work Programme and the Employment Skills and Learning Team has subsequently become sub-contractor to two of the Prime Contractors chosen to deliver the Work Programme across CWaC. The Centre is currently being used by Work Programme staff for one to one appointments with clients, the full opportunities from the Work Programme are still to be exploited and need to be discussed as a priority.

2.4 Keyworker Role

The role of the keyworker was identified by partners as one of the integral roles within the HHEET approach at the Steering Group Awayday on 6th December 2011. An outline of the key tasks is detailed below:

- To develop a rapport with your customer to gain confidence and trust.
- To manage / support a caseload of clients
- To Action Plan with your customer to obtain maximum personal and professional information to enable them to develop a structured career / personal plan for progression.
- To assist individuals, families and households to draw up an integrated plan for their progression towards employment and quality of life goals.
- To work with the network of agencies that form part of HHEET and support other advisors within the network with their customers if required.
- To keep accurate records for your customer and provide regular support.
- To develop and record the network of contacts that can be utilised by customers and other advisors and build on the success of these informal networks to encourage the take up of opportunities for your customer.
- Work with others to develop a forward strategy ensuring continuity of progression.
- To attend all team meetings and participate fully in discussion and debate.
- To be an active participant in the evaluation process for the project.
- To be aware of all agencies services who are part of the HHEET network and promote their services to your customer.

It is seen as essential to supporting client development and progression and initial commitments to this role by partners was offered, with five keyworkers being identified, three from partner organisations.

Key worker support was initially provided by the Employment Skills and Learning team through two staff who delivered the work clubs at the centre, West Cheshire College also provide two keyworkers and the PCT who provided one keyworker.

The two staff who undertook a keyworker role from within Employment Skills and Learning have since secured mentor roles on the Work Programme and no longer have the capacity to support the general keyworker role. However ESL continue to provide workclubs and those staff who have become work programme mentors in effect, carry out a role very similar to key workers but specifically for those hardest to help, long-term unemployed customers that have been mandated to the Work Programme.

Two keyworkers are also provided by West Cheshire College and this has worked really well as they are both skilled keyworkers, however one of those workers was only available once per month, so has limited capacity to take on a caseload of clients.

The keyworker role supported by the PCT was time limited due to funding restrictions was not available for several months. The PCT has now secured further funding and a mentor is now delivering a mentoring programme. This mentor will also keywork clients who join the programme.

As the client base for HHEET grows the need for more keyworker time will become essential and this must now be a priority for discussion with partners.

2.5 Surgeries and Services

When the Centre opened there was an initial pledge from partners on the Steering Group to offer the following surgeries and services from the HHEET Centre:

Agency	Service / Surgery
PCT(via Pathways CiC)	Keyworker
Health and Work	Support for work related health problems
Job Centre Plus	Promotion of HHEET services to JCP clients and referrals
CWaC Benefits Service	Surgery
Pensions Service	Surgery
CWaC Employment Skills and Learning	Workability Plus mentor FJF post available to support the Centre
CWaC Housing Solutions	One to one appointments
CWaC Housing Management	Surgery
CWaC Childrens Services / Family Intervention Service	Signposting and referrals
West Cheshire College	Community link workers x 2 (keyworker)
NHS Western Cheshire	Possible base for Target Wellbeing project workers
Probation Service	Possible base for probation officer for Ellesmere Port
Credit Union	Surgery
Plus dane group	Surgery for own tenants
Catch 22	Intensive Family Support Crime prevention for young people Family Intervention Project

Initial work to establish the surgeries involved co-ordination of activities to complement each other and management of space and capacity to house the surgeries on certain days. There have been numerous problems with the consistency of surgeries which was to be expected due to the short timescale partners and departments had in managing staff capacity and adding the surgery to their already busy rota's. Staffing issues such as sickness and holidays have also had a major impact on the ability to ensure consistency with surgeries. This did however settle down over a three month period and all surgeries offered at the centre are now consistently covered. Some partners also felt there was little value in having surgeries as to begin with there were few referrals and visitors coming into the centre for support, but there was an acknowledgement that customers and referrals may take some time to generate. Marketing was also originally done by the HHEET Centre and now all surgery providers undertake their own marketing in addition to the HHEET Centre ensuring maximum promotion of services offered at the Centre. Some partners who originally envisaged they would have the capacity to deliver surgeries suffered budget cuts and other resource issues and were not able

to provide surgeries, however they have continued to remain committed to the HHEET Centre concept and attend events where possible and make continual referrals to HHEET and receive referrals from HHEET to work with clients who have registered with HHEET.

Details of all surgeries are now included in the quarterly activities programme for the Centre attached at appendix 2.

3. Key Events

There have been a range of events since the establishment of the HHEET Centre, including events for strategic and operational partners and external agencies who can support HHEET and customers.

3.1 HHEET Centre Partner Away Day 6th December 2010

The purpose of the HHEET Centre Partner Awayday was to review and agree the aims and objectives of the Centre, clarify the roles of the Consultant Manager and key workers, gain commitment from the partners to the key worker role, agree the process for working with clients and to identify how success would be measured. This event was successful in achieving its intended outcomes, with a common understanding and commitment to the aims and objectives being agreed; the roles of Consultant Manager and key worker being developed and agreed; the process for working with clients being agreed and understood and the framework and key principles of the evaluation and measuring success being outlined for further development via a future Steering Group Meeting. The evaluation framework was subsequently developed at a Steering Group meeting in March 2011 and agreed in June 2011.

3.2 HHEET Practitioners Event 2nd February 2011

The Practitioners' Event, Civic Hall, Ellesmere Port, was held to promote the HHEET Centre as a resource for agencies and frontline workers when supporting their clients with barriers to progression into employment, education or training; to ensure practitioners/frontline services were aware of referral procedures; to encourage practitioners/frontline workers to drop into the HHEET Centre to network and to raise awareness amongst Centre staff of the services they offer to clients.

The event, introduced by Superintendent Jon Betts, was extremely well attended bringing together sixteen agencies and frontline workers, together with over fifty attendees. This event saw double the predicted numbers attending.

The consensus of opinion was that the event was very well organised and the opportunity to network was excellent. The 'Speed Dating' method of networking with providers proved both practical and effective given the time constraints. Comments reflecting the usefulness of the event and the service are detailed below:

'Really good project. Glad to be part of it'

'Fantastic eye opening event'

'Very useful, well organised event. Can insure new tenants know of all the services available to them'

'Fantastic idea, very beneficial for the county and future of Ellesmere Port'

'Excellent and informative'

Of the 46 completed Evaluation Forms, 87% indicated that they had gained a lot of knowledge of the HHEET Centre.

Attendees' comments overwhelmingly attested to the best aspect of the event being the opportunity to meet partnering agencies and generally network amongst them.

The 'Speed Dating' activity was also very well received as a means of meeting many providers in a short space of time.

The only negative comments made were that attendees would have liked longer to become more fully acquainted with the services being showcased. This will surely prompt attendees to return to future events and meetings at the HHEET Centre.

Overall, based on statistics and comments made by participants/attendees, it was felt the event met its' aims and objectives in raising awareness of HHEET; providing an excellent platform for networking and ensuring frontline staff are aware of how to refer clients to HHEET.

3.3 HHEET Centre Open Day 23rd February 2011

The HHEET centre Open day was held locally in Christchurch Church, Westminster. The HHEET centre itself was not used for the open day due to its size and the training / office layout of the Centre was not suitable for a range of fun type activities designed for families and children. The open day provided an opportunity for local residents and the wider Ellesmere Port residents to meet the range of service providers who provide free advice and support to residents from the Centre: Debt and financial advice; lone parent advice; confidence building and motivation; interview skills; job search; child care; health and well being including drug and alcohol services; housing; pension service; back to work support and advice. A range of activities were provided to attract residents including: Arts and crafts, free bike checks from Big Bills Bikes; Sign up with BASE Motopark and Cadbury's Spots V Strips team games in addition to a range of stalls from partner agencies. A range of 11 prizes were also gifted to the HHEET Centre by partners including a Wii Fit console and games; £100 ASDA vouchers x 2; £50 Argos vouchers x 2; free hair cut; meal for two. All prizes were linked to the registration process and saw our registrations increase by 17% after the open day. A debrief after the event deemed the event a success, but it was felt that the location was not an ideal location and was poorly signposted, poor weather resulted in less people attending than envisaged and although the event received publicity from the local press and posters were displayed locally, door to door marketing could have improved attendance.

3.4 HHEET Strategic Development Day 13th July 2011

The aim of the Strategic Development Day that took place with HHEET Centre partners was twofold. Firstly to undertake a review of the Centre services to identify from a partner perspective what had worked well and recap on the Centres achievements to date. Secondly to identify any issues that needed to be addressed over the forthcoming months and the priorities for moving the Centre forward in relation to partner roles, expectations and future partner offers and commitments.

HHEET Centre achievements are listed in section 5: Key Milestones and Success Stories.

The following areas were identified for further progression by the HHEET Centre:

- Things happening without any or inadequate notice (both agency events and service users) linked to Our Place, preventing partners involvement - We need to be fully aware of what partners are delivering (mapping exercise)
- JCP commented that HHEET meetings were well organised
- All partners facing changes in own structures – very challenging
- Steering Group – not had right people involved – needs to be more strategic – has been too operational
- Make use of a texting service for customers – Bus support can set this up
- How can we make better use of twitter/facebook/flipper?
- Catch 22 – families/outreach service – need to ensure referrals are working both ways
- Some of the organisations have a lack of resources and so are unable to co-deliver/co-locate
- Consider pre-booking of appointments for surgeries/advisors/sessions
- Offer of using the Healthy Living Centre
- PCT have allocated key workers to the APB, another ask from HHEET is creating a strain

There may be confusion amongst partners around HHEET events and Our Place events as the HHEET Centre originally sat within the Our Place Local Integrated Service remit and was subsequently relocated to the Employment Skills and Learning remit due to the nature of the Centres services. This may require further clarity with partners and the wider community. There have been four HHEET events since February this year, all providing adequate notice to partners and the public where required, with no concerns raised previously in feedback or Steering Group meetings. Confusion may be arising due to the number of events both HHEET and Our Place have delivered in Ellesmere Port over the past several months and clear branding of all events may improve this view.

The challenges facing partners in the current economic climate may impact on partner commitments to the Centre and detailed discussion will be required with all partners in relation to their future commitments and the development of formal service level agreements to ensure the Centre is able to continue to deliver in challenging times.

The initial members of the Steering Group were identified to develop the HHEET Centre concept and aims and objectives. Since set up the original remit of this group has been achieved and priorities have tended to focus on emerging operational priorities since opening. There is now a need for both a Strategic Steering Group to continue to develop and manage the long term concept and approaches of HHEET and an Operational Group to support the day to day delivery and operational delivery.

Communicating with customers is a continual requirement for the HHEET Centre and use of more innovative and current methods such as texting services for customers, use of Twitter, Facebook and SMS Flipper may increase engagement with existing and new customers.

The referral process agreed at the set up of the HHEET Centre may benefit from review. In addition to agencies being aware of how to make referrals into the Centre, it is vital that the HHEET Centre is aware of how to make referrals into the various agencies it engages with.

Some of the organisations are unable to co-deliver/co-locate at HHEET due to issues of resource and capacity. These agencies can support the HHEET Centre in other ways, and there are several examples of how agencies who cannot commit resource or capacity can do this. A detailed discussion with all agencies in this position can clarify and reaffirm their role within the Centre and this should be undertaken as part of the discussion with partners in relation to their future commitments and development of service level agreements.

Pre booking of appointments for surgeries, advisors and sessions currently takes place at the Centre.

Exploration of utilising partner venues should be further explored as the HHEET Centre has limited space. Additionally the HHEET Centre is a first point of call for supporting and progressing clients and aims to feed clients into other partners' services, for example, clients may undertake basic skills at the Centre and move on to West Cheshire College for further learning. Health activities at the Centre would be fairly limited due to lack of space, so use of the Healthy Living Centre would be a better option.

Allocation of key workers to the HHEET Centre by partners has created some difficulties due to resource, capacity and existing commitments elsewhere. This role requires review as it is integral to client progression and support. Opportunities emerging from the ESF Complex Families funding may provide key worker resources for the next three years for those families identified under that programme (for example CAF 2 and 3 family members).

Partners are currently completing information requested about what can be committed to in the future. This information will need to be presented to the next Steering Group Meeting for information and implemented by the HHEET Centre Manager after discussion with partners in relation to their future commitments and development of service level agreements.

4. Performance

4.1 HHEET centre database analysis June 2011

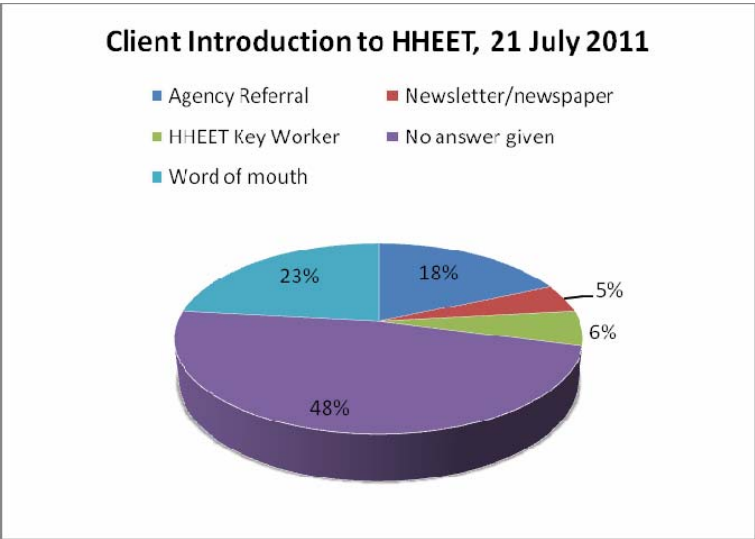
The HHEET centre database was specifically designed with significant support from Housing Management and is a custom database written using Microsoft Access. The database was designed to capture a range of information about HHEET Centre clients, both for performance management purposes and to track the progress and achievements of clients. Additionally, due to the unique nature of the HHEET Centre and its service provider partnerships, it was also vital to be able to assess the types of barriers clients who visit the Centre are facing and to track how those barriers are being addressed.

An initial review of the database identified several accuracy errors with data and prior to this report being produced, a full data cleanse was undertaken by Business Support to ensure all data provided a true reflection of the HHEET Centres work with the client group as at 21st of July 2011. The data cleanse exercise revealed that the Centre had a total of 102 clients on record up to this date. Many tables, particularly those relating to JASAP (client assessments), were not able to be analysed as the table structure would not allow conversion to a flat file structure. To address this all JASAP data was manually inputted into a Microsoft Excel spreadsheet to enable data analysis to be undertaken accurately.

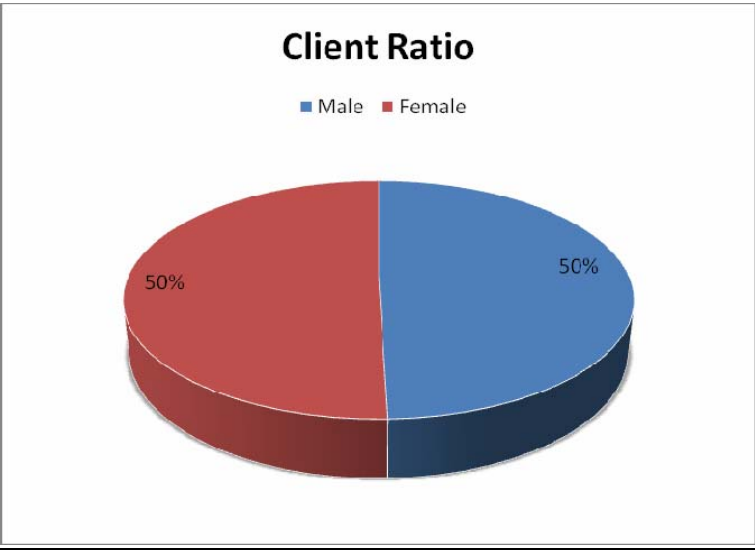
4.2 Client Outputs and Outcomes

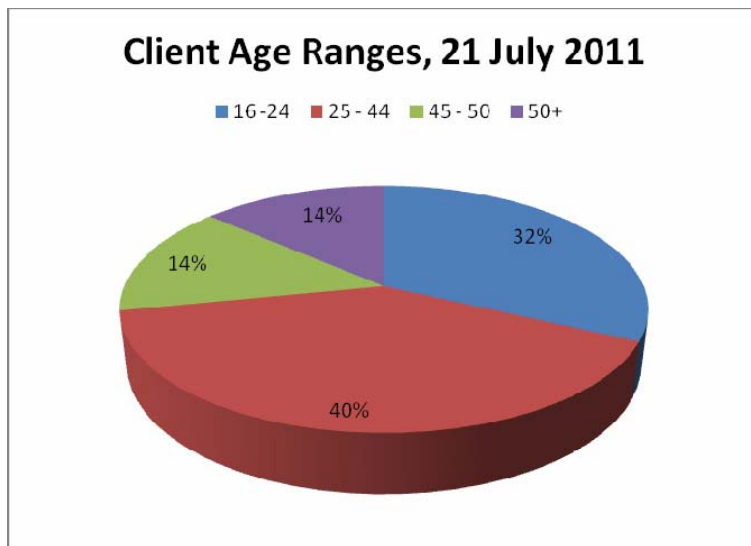
The following analysis provides an assessment of the HHEET Centre client outputs and outcomes for the five month period up to (21st of July 2011).

The graph below shows the different ways clients have been introduced to the Centre, the most encouraging statistic here is that 23% of clients have been introduced to the Centre by word-of-mouth. This gives the Centre the best chance of continual growth and an increased positive reputation. However, 48% of the clients have not indicated how they were introduced to the HHEET Centre, limiting the ability of the Centre to fully understand how clients are finding out about it. There are two possible reasons for this: the design of the registration form has resulted in the question being at the very top of the registration form and could be getting missed off by staff inadvertently or it is simply not being asked by staff. Further discussion with staff using the forms confirmed that the question is being missed out unintentionally, indicating a need to review the design and layout of the registration form.



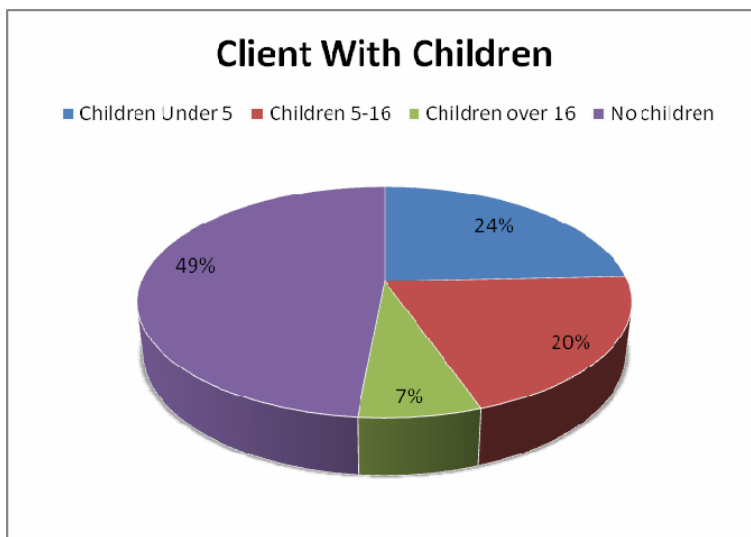
The following table show an equal split of male and female clients that are currently registered with the Centre and ages of clients' ranges from 16 to 50+. At least 84% of clients are of working age.



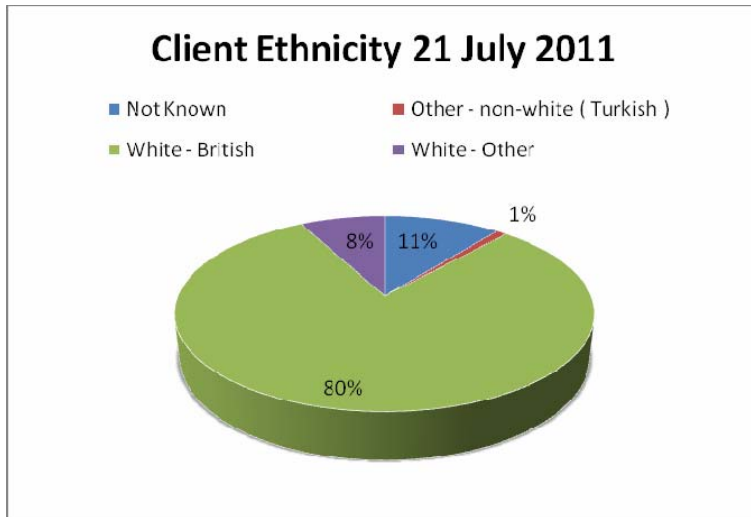


51% of clients registered with the Centre have children. 24% of those clients have indicated that their children are under five years of age. The Welfare Reform Act 2009 outlines governments plans to encourage parents with children of seven years of age to go back to work or pursue further education options. Intelligence on this client group should be explored over the next 3 months to ensure the Centre is best placed to support them with any potential barriers to their ability to look for work, workability skills or further education opportunities in advance of encouragement by the benefits agency.

49% of clients registered at the Centre have indicated that they do not have children.



The Ellesmere Port and Neston area population estimates put the White – British population proportion at 94.3% with Other at 1.9%, and the ethnic minority rate estimated at 5.7%. Our graph below indicates that the HHEET Centre attracts a considerably lower proportion of ethnic minority clients (only 1% compared with the population estimates of 5.7%). This fact indicates that unemployment in the area at this moment in time is a problem endemic to the population as a whole and is not primarily an ethnic minority issue.

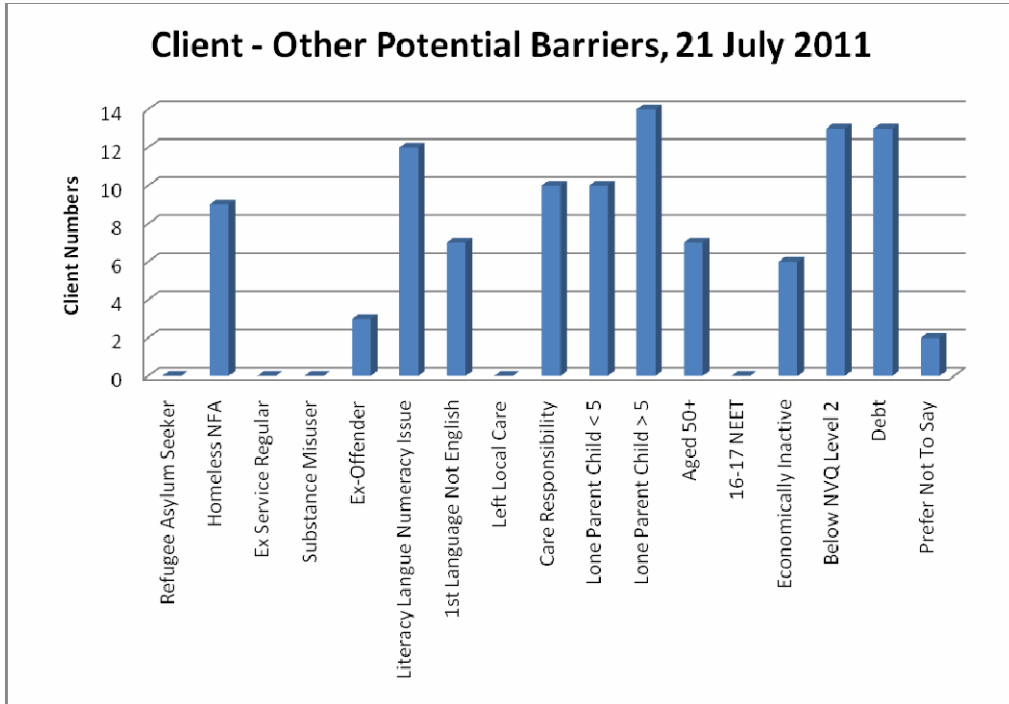


Disability benchmarks are notoriously difficult to set, therefore a judgement as to whether the chart shown below reflects the breakdown of disability in the geographical area which the HHEET Centre serves cannot be made in this report. However the chart below does show that 16% of the overall clients engaged by the HHEET centre are disabled, which is not an insignificant number. Research by the Office for National Statistics (2009) showed that nationally only 50% of disabled people of working age were in work, compared to 80% of non-disabled people. The research also shows that 23% of disabled people have no qualifications compared with 9% of non-disabled people.

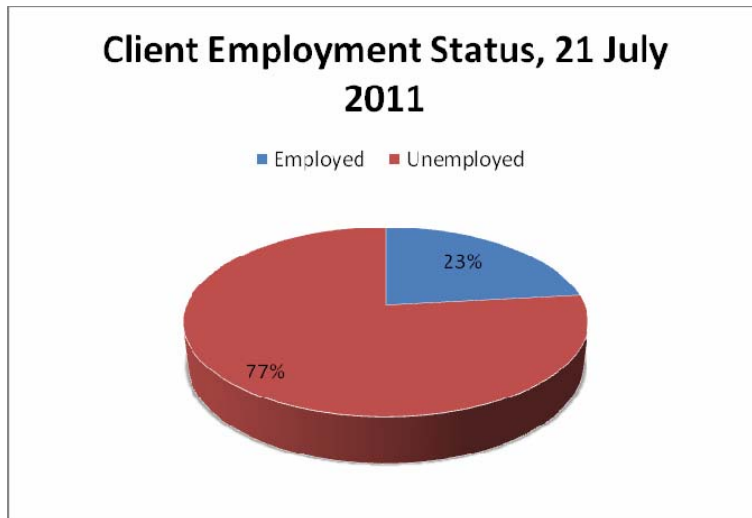
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Compared with the national statistics the percentage of disabled people using the HHEET Centre suggests there is now an avenue for this client group to gain qualifications to help them back in to work that was not there before, added to the fact that the Centre is a pro-active first point of call where disabled people can ask for advice without the fear of losing their benefits. Hence the percentage of disabled people using the HHEET Centre is above the 8% to 10% assumed benchmark for total disability as a proportion of the general population of CWaC.

One of the key areas the HHEET Centre wishes to support clients with is barriers to their progression and in addition to those previously mentioned there are additional issues that may prevent people from being able to pursue their goals and ultimately progress into employment of further education. The graph below shows other potential barriers to employment, some of the main issues are actively addressed by the Centre, Low numeracy skills (The centre offers numeracy courses), debt (the Centre has a Credit Union drop in surgery), No qualifications above NVQ Level 2 (the Centre offers NVQ Level 1 courses).



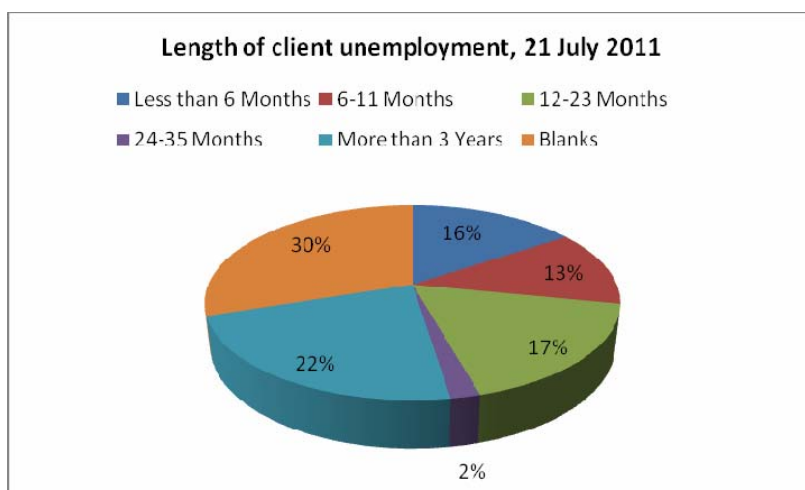
The chart below indicates that 77% of HHEET clients are unemployed and 23% employed, some as a direct result of working with the HHEET Centre.



It was expected that the HHEET Centre would work predominantly with unemployed people, but that the Centre would also support people to retain their jobs (one of the six key stages of the Intervention model). Some clients have also registered with the HHEET Centre as they wish to progress into better jobs and are seeking support with this or wish to retrain and are seeking support and advice in relation to these aspirations. Additionally we also support current clients who we have supported to get work to ensure they are able to retain their job and we are also supporting some clients who have sought support to keep their jobs in the current economic climate.

41% of unemployed clients at the HHEET Centre have been unemployed for 12 months or more. This compares to just 11.19% of JSA claimants in the Cheshire West and Chester area (who have been out of work for over 12 months). This is extremely significant in profiling the clients that the HHEET Centre engages with as it could suggest that people who have been unemployed for 12 months or more require more support to get back into work and that there is a need for a Centre of this type in Ellesmere Port.

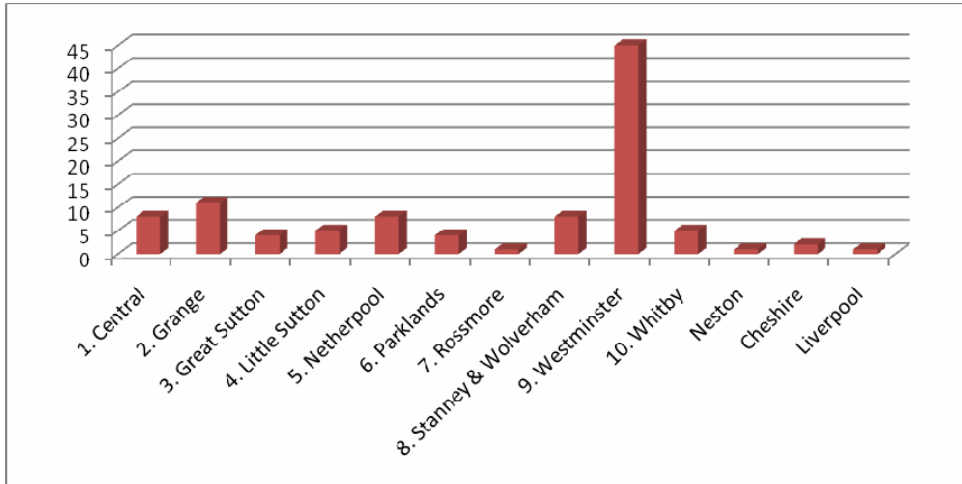
There is however a significant 30% who have not indicated the length of time they have been unemployed and this requires further exploration to ensure client data is accurate as possible and so that we are able to provide them with accurate advice. The 30% of clients who have not indicated their length of unemployment should be contacted to discuss this further.



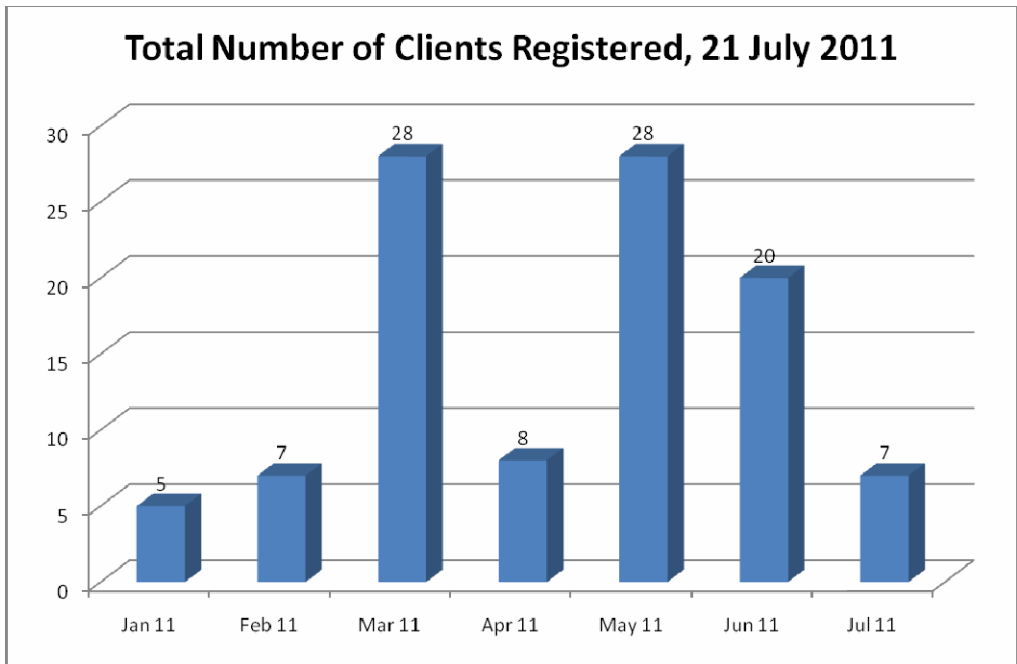
Clients may be seeking employment for several reasons and it is important for the HHEET Centre to understand why clients are seeking employment to ensure we can support them in the most appropriate way. Over 33% of our clients are seeking to change their career path, indicating the need for engagement with partner training providers to ensure we can provide support to clients who want to retrain or gain new skills.

The HHEET centre was set up to serve the residents of Ellesmere Port, however it is worth noting that there are some clients that do not live in the local area. Even though there is a wide spread of clientelle from a wide geographical area, Westminster was chosen as the site to host the Centre as it was evidenced that the Westminster area was the LSOA (Lower Super Output Area, a type of geographic boundary set by the Office of National Statistics) with the highest unemployment rate. The chart below shows the number of clients by council ward, although we have one client who lives in Neston, and two from the greater Cheshire area, this is to be expected, as already stated, the HHEET Centre has not been set up to serve the immediate community, it has been set up to serve the whole of Ellesmere Port, but prioritised the Westminster ward based on evidence. There is also one client from the Greenbank area of Liverpool. This illustrates the growing reputation of the Centre and how far people are willing to travel to work, with people as far away as Liverpool enquire about employment in Ellesmere Port.

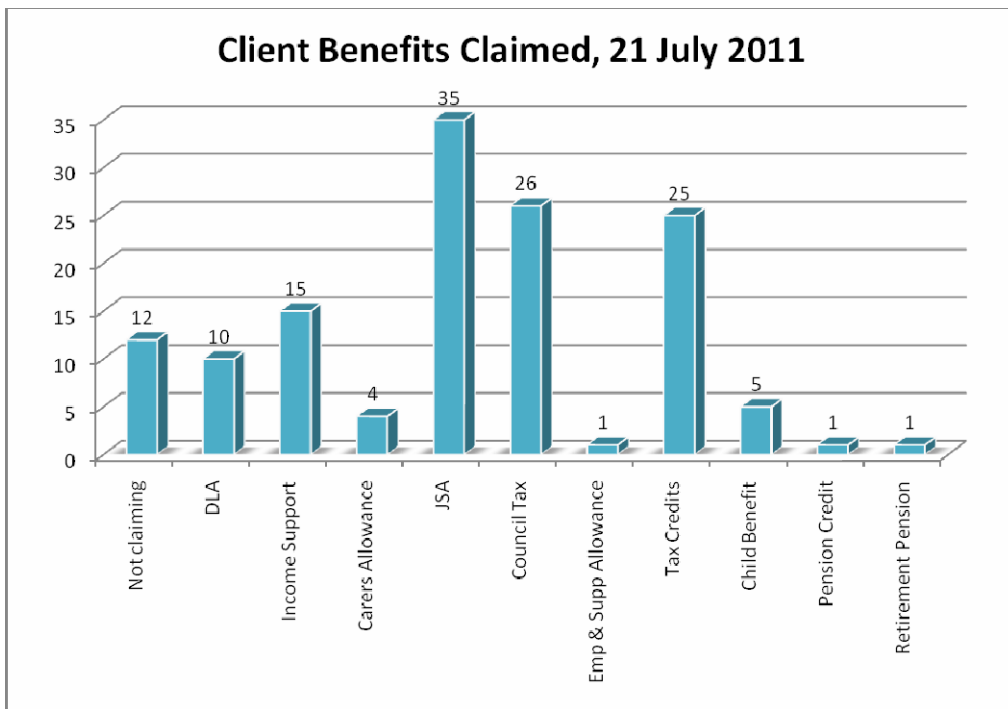
At this Centre it was decided to trial it in the most disadvantaged neighbourhood to try to have an impact on that area in particular, to make the most impact on an area of intense deprivation. In exploring options for other areas future consideration might be given to town or other central locations to gain a greater footflow of customers from a wider area that partners may be willing to commit more resources to, but this may impact on the services ability to have such an impact on a target neighbourhood, but what might be gained is a greater footflow of customers from a wider area that partners may be more willing to commit resources to.



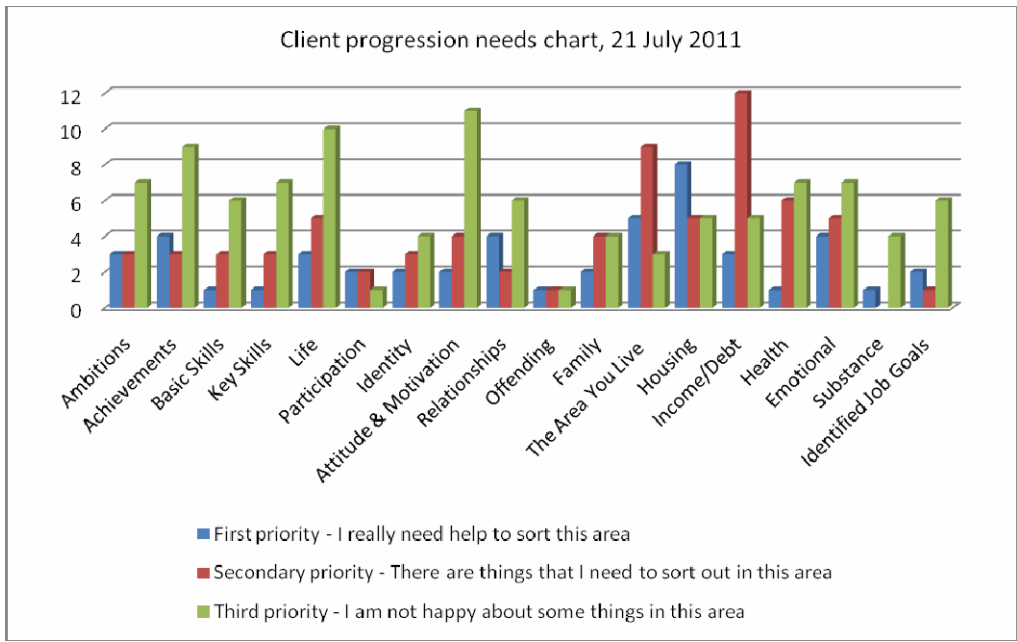
As can be seen from the graph below, client registrations go in peaks and troughs, this is to be expected, depending on the courses and surgeries that are run. Although currently experiencing a fall in client registration, this trend is expected to reverse dramatically as September approaches and new educational courses commence again.



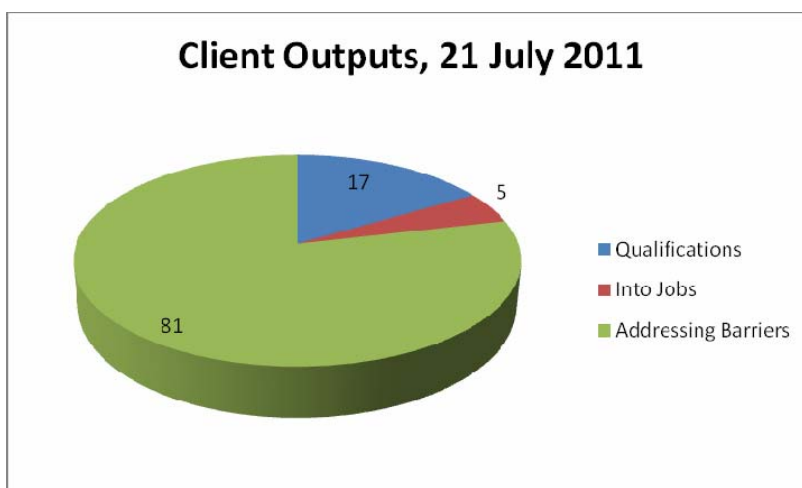
The chart below shows that the most common benefits claimed by clients are JSA (Job Seekers Allowance) and housing benefit. These trends are to be expected due to the high unemployment rate in the area. It's also worth noting that the third most common benefit is tax credits, showing a willingness by many clients in the area who want to work and beat the poverty trap with the help of this government scheme. Significantly the highest number of our clients are on JSA and will be targetted as part of the Welfare Reform and the HHEET Centre is well placed to work pro-actively with this client group to progress them towards being better placed to deal with any requirement to move into work of further education.



It can be seen from the graph below that people need urgent help primarily with housing (the Centre has a housing drop-in surgery, and a property assistant who can give advice on right to buy, leasehold and housing applications). The most prominent secondary concern is income and debt, as already stated the Centre has a credit union drop in surgery to address these issues and as a result of data intelligence has set up a money management course in September. The most prominent third concern is Attitude and Motivation, the Centre runs work clubs to improve peoples attitudes towards work and also allows clients to use laptops to run work searches and learn to use the internet to find jobs, this can be the start people need to get a foot on the job ladder. Developing the skills to use a computer can build peoples confidence to apply for jobs that require some computer literacy that previously they would have been afraid to.



From the graph shown below, already it can be seen that the Centre is dealing with 81% of clients with barriers to their progression. 9 clients have achieved 17 qualifications that will improve their employment prospects, 5 clients have gone on to employment (a very encouraging figure taking in to account the high un-employment figures for the area). It is worth noting that 23% of our clients have gained employment or a qualification. This is above the national target of 22% established recently by DWP in its plans to introduce over £16million ESF Complex Families funding for the Greater Manchester, Cheshire and Warrington region to tackle barriers to work for families and individuals who face multiple barriers to work. It's also worth noting that 81% clients who have voluntarily come into the Centre to address a barrier to their progression can now be encouraged to awaken an interest in further education or employment through the support and advice the Centre offers. The national target for supporting clients with progression of three barriers established by DWP via the ESF Complex Families funding is 70%.



Further review of the barriers is now due. Not all clients completed a barrier assessment at registration stage as barrier assessments were not originally completed until clients were ready to complete their action plan. After discussion with key workers it was discovered that waiting until a client was due to complete an action plan was not appropriate to assessing client barriers. As a result the barrier assessment tool is now used on registration and reviewed at action planning stage with clients. A full review of client progression should be reported on within the next two months, when most clients will have had a barrier assessment review.

Client data is based on five full months of operation and already shows that on average over those five months the Centre has registered an average of 20 clients per month. Since the end of May the Centre has also been keeping a signing in register and as at 21st July over 333 visitors had been into the office for support. This does not include people who visit the counter for housing management or other CWaC services. It would be fair to assume that a third of these visitors may be visiting staff based at the Centre for other reasons, leaving over 222 visitors coming to access HHEET Centre services.

5. Key Milestones and Success Stories

An overview of the key milestones and achievements is listed below:

- Concept developed by Steering Group Nov 2010 (integrated model not requiring additional resources)
- Project Manager appointed Nov 2010
- Away day with partners to agree common goals Dec 2010
- Systems, IT, building refurbishment Jan 2011
- Initial commitment of 16 partners / service providers
- Practitioners event Feb 2011
- Office officially opened via open day Feb 2011
- Five key workers from partner agencies
- Database established to monitor and track progress
- Customised data recording and client records
- Client intelligence and reporting
- Brand established and regular marketing
- HHEET used as model to secure work programme contract with Primes
- HHEET providing housing management counter service
- 102 clients registered @20/7/11 (Jan to July)
- 5 clients into jobs
- 9 clients achieved 17 qualifications
- Open day planned 6th September 2011(see appendix 1)
- Programme of activity agreed from Sept – Dec 2011(see appendix 2)
- Two awards won: Cheshire West and Chester Chief Executives Innovation Award – Runner Up and the National Journal of Neighbourhood Renewal Award for Best Contribution to Employment Support
- 333 visitors recorded (May to July)

Summaries of our clients who have achieved jobs and qualifications are detailed after our example case studies.

HHEET Case Study 1

Client Name	I.F.
Registration Date	03/03/2011
Length of intervention	Three months
Client Barriers	Over 50. Economically Inactive. Looking for work and wanted support with how to go about it.
<i>Outcomes</i>	
Currently exploring registration on CLAIT course. Also pass CV to Key Worker S P-A	

<p><i>Specific Barriers Removed.</i></p> <p>CV and voluntary work. Referral to EPNAVCO. I contacted them and within a day was referred to Credit Union for volunteer experience, started on 29th March as volunteer with Credit Union. Secured job with Credit Union 03/05/2011</p>
<p><i>Has there been any improvement in confidence, independence etc.</i></p> <p>Yes, improved confidence as normally quite quiet and not the one who would speak up. Worry of how might fit in/be accepted. Husband has commented on how much happier I has been since beginning work.</p>
<p><i>Improvement in skills through informal training</i></p> <p>Work with Credit Union has expanded skills ie: loans officer experience; advice service experience also.</p>
<p><i>Qualifications gained</i></p> <p>Booking on CLAIT courses.</p>
<p><i>Quote from key worker</i></p> <p>This client has a lot to offer and a lot of experience and it was a case of matching her to an appropriate opportunity.</p>
<p><i>Quote from client</i></p> <p>Got good service from Louise, who let me know about the volunteer work in Ellesmere Port. I have been lucky enough to get some paid hours with the Credit Union and gained good experience and am more confident. I enjoy working with people and without coming to the HHEET centre I would not have been led to this type of work.</p>
<p><i>Quote from Agency who achieved outcome for HHEET</i></p> <p>n/a</p>

HHEET Case Study 2

Client Name	B.C.
Registration Date	12/05/2011
Length of intervention	Two months
Client Barriers	Economically inactive-not in receipt of

	benefits. Care responsibilities as partner remains in employment. New baby in the home. Client's employers unsympathetic and inflexible with his working pattern led to his unemployment.
<p>Outcomes</p> <p>Benefits Advisor contacted client and the Benefits Visiting Team alerted. A home visit followed. Discussions surrounding re-training from HHEET centre staff.</p>	
<p>Specific barriers removed</p> <p>Client commenced Fork Lift Truck Operators course 17/05/2011</p>	
<p>Has there been any improvement in confidence, independence etc.</p> <p>Client states he now feels he has more confidence in being able to find a job that fits around family commitments.</p>	
<p>Improvement in skills through informal training</p> <p>Looking after baby daughter has increased levels of patience! During training I increased my social skills through contact with other learners.</p>	
<p>Qualifications gained</p> <p>ITSSAR Counter Balance Fork Lift Truck Licence Capacity 5 Tonnes</p>	
<p>Quote from key worker</p> <p>The client was very keen at the prospect of re-training. It was obvious he has much enthusiasm/potential to learn.</p>	
<p>Quote from client</p> <p>'It's great here. I've never had so much help before'</p>	
<p>Quote from Agency who achieved outcome for HHEET</p>	

A summary of clients who have achieved qualifications or job outcomes is also detailed below:

Client A: Client A is currently studying Computer Studies with the Open University. He's a volunteer Store Assistant with the Extra Care Charity Trust and he's a member of Port Sunlight Cricket Club. Client A has worked hard to attain awards in Manual Handling, Health and Safety and Fork Lift Truck operation.

Client B: Client B has worked extremely hard to achieve his awards completing one of his course in 5 days. Client B has attained awards in Manual Handling, Health & Safety and Fork Lift Truck operation.

Client C: Client C has worked at Sainsbury's as a contract cleaner and is currently spending his time as a full-time dad looking after his 5 year old daughter while his partner is at work, but wants to return to work in the near future. Client C has worked hard to achieve an award in Fork Lift Truck operation.

Client D: Client D has achieved awards in Manual Handling, CSCS and Fork Lift Truck operation.

Client E: Client E has a wealth of employment experience but she has not been able to get work since moving to Ellesmere Port. Client E has been signposted to volunteer work by HHEET and has since secured a job at the Credit Union.

Client F: Client F attended our Work Club sessions, and consequently was offered full time employment in a local garden centre.

Client G: Client G was looking to gain better qualifications to improve her career prospects. Client G is aspiring to a career in hairdressing, but is also looking to improve her IT skills and move into a career in Office Admin, achieving a CLAIT award whilst at HHEET and is firmly on the way to achieving her career aspirations.

Client H: Client H is a regular attendee of the HHEET Centres Work Club, where he's been busy improving his CV and job hunting skills. Client H has attained the CLAIT award to improve is career prospects.

Client I: Client I is another regular Work Club attendee and has worked on building his job hunting skills, has generated his own CV and has also attained the CLAIT award.

Client J: Client J is restarting her learning journey after a career break from nursing. Client J has started this journey by completing the CLAIT course and achieving the CLAIT award.

Client K: Client K is currently working with the council as part of the Future Jobs Fund and is providing administrative support to the Work Programme within the council. Client K is current looking for a permanent position and has worked hard to attain the CLAIT award, the training has helped her improve her IT skills which she has then utilised in her work with the council.

Client L: As a result of attending the Centre's work club recently and submitting a number of applications Client L was successful in attaining a full-time position as a delivery driver for a local manufacturing company.

Client M: We worked with one of our partners to enable Client M to gain his CSCS card and then go on to complete his Fork Lift Truck course.

6. Finance

6.1 HHEET Centres in general

6.1.1 Premises

To provide value for money, HHEET Centres may need to be located in a 'neutral' location to accommodate as wide a local area as possible. Some communities remain within their own area and do not cross locally formed boundaries. This could potentially diminish the number of centre users through self referral and drop in visits. First consideration should be given to existing authority premises already available that could be potentially utilised therefore sharing total costs and reducing premises costs to a particular service. It may be preferable to broaden that delivery area by integrating the HHEET approach into that service and working in partnership with other existing services. If this option is selected, further investigation of the longer term plans of potential shared premises partners should be explored to accommodate any significant changes in the arrangements that could impact on the budget of HHEET Centre and the remaining responsibilities and contributions. In other areas, the existing building and service provision may be viewed locally as a barrier and in this case a new dedicated HHEET Centre may be required. Costs associated to setting up a new Centre need to include standard costs e.g. rent and rates, but should also include the cost of setting up council IT infrastructure (DAP points), security systems for buildings and people (both staff and visitors), installation of phone systems etc.

6.1.2 Staffing

A new HHEET Centre needs to have staff in place for the opening to maintain momentum of interest generated from a launch. It could be a false economy to wait until after the opening as initial demand must be met as first tentative enquiries need to be nurtured to generate fruitful return visits. Initial staff contracts could be on a temporary basis therefore easier to manipulate staffing levels and quantities over time dependant upon demand and success of the Centre. Partnerships should be formed with other organisations to deliver their services at the HHEET Centre. No additional staffing costs are incurred associated with this process. Minimum HHEET based staff required are anticipated to be one Project Officer Grade 8, 2 part-time Key Workers Grade 7 and an administrator and / or a receptionist plus a contribution to costs of management for overview (although from a remote location). Therefore staffing annual cost is expected to be in the region of £110k per annum.

6.1.3 Supplies and Services

New centres need the operational activities in place to support data system security and support, office equipment, e.g. computers, photocopier and storage plus confidential waste management, general waste removal, refreshment facilities and

cleaning. Any new rental agreements entered into should be for a minimum period to avoid locking the authority into long term contracts that may not be required to the end of the agreement period and incurring expensive cancellation fees. Check if there is existing equipment from another area within the council in such a position that a new HHEET Centre could take over and complete the contract. (Eg for photocopiers, vending machines, water dispensers etc). Consideration also needs to be given for the additional one off costs to fund launch events, promotion fees and materials.

In summary during year 1 there will be a series of additional set up costs, dependant upon the size of the centre and premises arrangements, in addition to the annual standard running costs which will continue for each following and subsequent years.

6.2 Ellesmere Port HHEET Centre

The first HHEET centre in Ellesmere Port was launched in March 2011 and hosted several pre launch events for partners etc. (The cost of these events was met by the Our Place Team and partner organisations). This is based in the Westminster local area and is a shared venue with other areas of the council. Many valuable points have been learned during the setting up and implementation of this centre. Many of these have been referred to elsewhere in this report. The setting up of the centre was completed and then management placed within the Employment, Skills and Learning team. With the knowledge obtained during the development process, the preliminary 2011/12 budget has been prepared and calculated as follows:

6.2.1 Ellesmere Port HHEET Centre 2011/12 Budget

	£000's
Staffing	111
Supplies & Services	15
Premises	<u>24</u>
Total budget	<u>£150</u>

7. The Future

7.1 Evaluating Success of the HHEET Approach in Meeting Objectives

The HHEET Centre has been developed as a pilot to act as a neighbourhood hub for all of those people-facing services that help individuals to overcome issues in their daily lives, in order that they can be successful in gaining sustained employment.

To date the centre has done extensive work at identifying the barriers that clients who access the centre have, and putting in place services to address them.

The next phase of this pilot will be to conduct detailed evaluation to assess the extent of success of the HHEET approach in meeting key objectives.

This will involve carrying out quantitative as well as qualitative analysis of the outcomes associated with the approaches, and comparing these to success rates and case studies of other centre-based models for addressing worklessness - for example JET Centres in Liverpool and Opportunity Centres in South Tyneside.

“Opportunity Centres

South Tyneside Council are developing a number of venues to enable the delivery of employment, enterprise and skills support. The key driver for establishing the centres is to simplify the journey back to work for residents by co-locating services within communities. A menu of services has been designed in consultation with residents to ensure that they can access the services that they need to get back into economic activity. The services that will be delivered from the centres include:

Next Step Careers Service
Work Choice
New Enterprise Allowance
Work Clubs
Enterprise Clubs
Local VCS employment support projects “

DWP Worklessness Co-Design Report July 2011

7.2 Scoping of Additional Centres

Once lessons have been learned, and the model has a one year track record of success and lessons (in February 2012), it is our intention to work with Area Partnership Boards (APB's) to establish centres in other localities that take the best of lessons from HHEET, and other models, and build upon these to meet the specific needs in their localities. Other centres should be created based on local landscape and need, using tried, tested and evaluated models of success shaped to fit that community.

As well as helping to determine the specific characteristics and issues of a locality, the APB's can also help to determine the locality of any future centres.

In some areas it may be the local priority to focus on a particular neighbourhood where a culture of worklessness is particularly prevalent (like Westminster), to focus resource there for maximum impact on a small area.

In other areas, it may be more cost effective for the centre to be more centrally-located, for example in a town centre or close to a major shopping area / supermarket or other major draw where it is accessible to people from a number of neighbourhoods. This may mean increased footfall, in turn making partner investment in resource more feasible – but at the cost of that very intensive neighbourhood focus.

7.3 Potential Use of Existing Bases

The Employment Skills and Learning Department has a number of facilities currently that may require minimum effort in order to form a locality centre of this kind and so would be explored as potential worklessness centres at the earliest opportunity.

In Winsford the department runs a mini college facility “The Skills Junction”, providing various education and skills pathways (Foundation Learning Programmes, Alternative Curriculum and Apprenticeships) for several hundreds of young adults each year. The department is currently negotiating for Connexions services to be co-located, potentially growing this into a centre of excellence for a wide range of Young Adults services. Winsford has some very specific issues relating to young adults, including teenage birth-rate and NEET. This is adjacent to an Adult Learning Centre, also provided by the ESL department “The Learning Junction”. Both are located in The Verdin Exchange in the town centre of Winsford.

At Northwich train Station, also close to a large Tesco supermarket, the team runs another Adult Learning Centre “The Zone”, as well as delivering a base within the nearby New Vic Childrens Centre where Adult and Family Learning takes place. The Zone and Learning Junction also run surgeries by a range of partners, including Work Clubs, alongside their learning programmes.

Other bases are less centrally located, for example the Learning Centre at Castle Park House in Frodsham, which is not a particularly good fit to the worklessness agenda, but could form the base of a virtual centre for the rural area, as worklessness issues in the rural area are notable, particularly the issue of access to employment, but generally less intensive and of a different nature to those found in urban areas.

There are currently no premises linked to the ESL department in Chester – however opportunities exist for discussions with the new Blacon asset management organisation, and also the community centre in Lache (as a potential satellite) to explore what might be provided with partners there also.

Like Ellesmere Port, the Northwich and Winsford Centres are also co-ordinated by a Grade 8 officer.

The Employment Skills and Learning Department is currently at an early stage of planning to:

- a) Locate a 5th tier ESL Manager in each locality (with the exception of rural initially), to act as worklessness lead for that area alongside their borough-wide (and sometimes Cheshire and Warrington-wide) specialist management role
- b) Ensure that these 3 Centre Co-ordinators fulfil a role of worklessness co-ordinator for that locality, with the centre at the hub, to support the work of the locality worklessness lead.
- c) These worklessness locality teams would be boosted by Complex Families key Workers, Work Programme Employment Mentors, Other Key workers where possible, partners and administrative / customer support staff.

For example only:

Locality (Centrally based or neighbourhood based - TBC)	Locality Lead for Worklessness	Working West Area Co-ordinator	Complex Families Key Workers (families categorised 3 & 4 on CAF)	Work Programme Mentors (people into jobs; refd by Primes location of referrals will determine exact resource by area)	General Caseload Key Workers / Mentors	
Winsford	Jane Stanley-McCrave	Alison Reid (currently in post)	1	1	0.75	
Northwich	Iain Paton	Debra Cragg (currently in post)	0.75	0.75	0.5	
Chester	Paul Kelly	Possible Sue Sullivan (grade 10 x 4 days pw – but would require 2 days of core funding)	1	0.75	Possibly in the future	
Ellesmere Port	Clare Latham	Westminster Centre manager – approved post	1.5	1.25	1	
Rural West	(reporting to Chris Capes / Rob Callow?)	CR (virtual centre. <i>Current grade 8 due to be made redundant from his current post in Feb 2012, and plans to retire in 2013/4 – so core funding required for 1 year, but removes need for redundancy payout and provides opportunity to trial approach for 1 year</i>)	0.5	0.25	0 initially	

Some limited additional spend and / or negotiation with partners would be required to resource the other localities, e.g. Chester, in the same way – but detailed work on how this might be achieved is just beginning.

8. Conclusions and Recommendations

8.1 Conclusion

Overall a significant amount has been achieved by the HHEET Centre, both strategically and operationally. The Centre has demonstrated that it does support residents at a neighbourhood level to progress into training or employment. The Centre has mainly met the original aims and objectives and has identified below the following recommendations to ensure continued delivery of outstanding priorities agreed by the Authority and the Steering Group. The final report should include a full review of the overall performance of the HHEET approach against the original aims and objectives, evaluating the main approaches such as keyworking, service integration, partnership working, staffing and centre location. Comparison with national good practice and a review against industry standards may also be beneficial for future planning and learning.

8.2 Recommendations

- Ensure all outstanding IT equipment is delivered and installed before the end of September 2011.
- Recruitment of two approved staff for the Centre is progressed by end of September 2011 (Operational Manager and Administrator).
- Business support staff to be secured until end of October 2011 to ensure cover and continuity of service.
- Review of Supported Housing staff location from September 2011 onwards.
- Review of supported housing and leaseholder services staff location at HHEET over long term.
- Key person identified to continue the strategic development of the HHEET approach to worklessness over the next three to five years.
- Identification of key staff member to undertake the scoping study to explore options for roll out of the HHEET approach across Northwich, Winsford and Cheshire.
- Development of a timeline and action plan for long term continuation and mainstreaming of HHEET Approach, to include consideration of establishment of the approach in Northwich, Winsford and Cheshire.
- Strategic plan for partnership development and engagement developed to secure service level / partnership agreements for services at HHEET.
- Review of key worker role in light of increasing client base to ensure capacity for growth can be managed.

- Synergies with the Family Intervention service and the ESF Complex Families funding to be developed to ensure smooth delivery of Complex Families programme when Prime contractor is identified in October 2011.
- Opportunities from the Work Programme to benefit the HHEET Centre to be exploited.
- Clear branding and promotion of HHEET Centre activities.
- Exploration of use of social networking sites as a way to engage with and inform certain client groups about HHEET services.
- Establishment of an operational group to support the day to day operations of the HHEET Centre.
- Review of the HHEET referrals process to ensure the process is fit for purpose now and in the immediate future.
- Introduction of the star outcomes model to replace the current barrier assessment model developed by HHEET.
- Review of the HHEET database to remove technical glitches and suitability to accommodate recording of data from star outcomes model.
- Redesign of the HHEET registration and staff briefing to ensure all sections of the forms are being completed by staff registering clients.
- Further exploration of client group with children to identify potential clients who may be impacted by welfare reform legislation over the next 6-12 months and clients who have not indicated their length of unemployment.
- Contact all clients currently registered with HHEET to identify if they have any family members who may benefit from HHEET Centre services.
- Discussion with training and education partners to ensure adequate support and training available to clients who are wishing to change career paths.
- Establishment of HHEET Centre operational targets.
- Identification of support available for clients with dyslexia registered with the Centre and associated cost.
- Identification of support available for clients with visual impairment and associated cost.
- Further exploration of national good practice by end of September 2011.
- Full review of the overall performance of the HHEET approach against the original aims and objectives, evaluating the main approaches such as

keyworking, service integration, partnership working, staffing and centre location.

- Comparison with national good practice and a review against industry standards to inform future planning and learning.
- Detailed discussion with partner agencies to explore potential for partner support for provision of keyworker role

Appendix 1

Appendix 2