

HALTON EMPLOYMENT STRATEGY AND ACTION PLAN

September 2006

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1 INTRODUCTION

In 2005 Life Chances and Employment Specialist Strategic Partnership (SSP) Strategic commissioned the development of an employment strategy and action plan for the Borough to reduce economic inactivity and raise current levels of economic activity. Following on the development of the Local Strategic Partnership since that time, the newly created Employment, Learning and Skills Partnership is now responsible for the strategy and its implementation.

2 THE BACKGROUND AND CONTEXT TO ECONOMIC INACTIVITY

This section is designed to explore economic inactivity in Halton within the latest policy thinking and trends surrounding this area.

2.1 The problem of economic inactivity

Since the mid 1990's the number of people employed in the United Kingdom has risen. However, for some areas of the country such as Halton, this masks the stubbornness of the rates of economic inactivity that have largely stayed the same. Furthermore it is evident that rates of economic inactivity vary amongst a number of groups and for a variety of individual reasons. .

2.2 Gender variations in economic inactivity

In the last ten years, despite the national rate of economic inactivity showing little fluctuation, the rate amongst men and women have shown significant changes. Women are participating in the labour force more than ever before, whereas men are increasingly inactive especially men over the age of 50. This reflects changes in society, educational attainment and employment legislation. In the 1990's men's employment patterns became more diverse as did their family and social roles leading to core changes in employment patterns¹. Particularly important is that people is the trend away from being employed for a lifetime in a single industry from the ages of 16 to 65.

2.3 Regional and local variations in economic inactivity

There are core regional variations in economic inactivity across the United Kingdom highlighting the classic North-South divide. Areas with higher levels of economic inactivity amongst their populations are those predominantly in the North of the country where deindustrialisation has been a significant issue, whereas lower levels of economic inactivity are experienced in areas in the South where industrial change has been more readily adapted.

¹ Alcock, P., Beatty, C., Fothergill, S., MacMillan, R. and Yeandle, S. (2003) *Work to Welfare: How Men became detached from the Labour Market*. Cambridge University Press, Cambridge

At the local level, there are local authorities that experience much higher levels of economic inactivity than the rest of their region region. -

2.4 Economic inactivity in Merseyside

Merseyside is a conurbation of economic and employment opportunity with 49,000 jobs being created since 1998, with Knowsley contributing over 10,000 in the last 5 years alone. During 2003-04, both Halton and St Helens are seen as performing well in terms of job creation ².

Despite economic growth generally, 'Merseyside has persistently experienced a challenge in bringing levels of economic activity up to national figures' ³.

2.5 Barriers to employment

An important part of understanding why people are economically inactive is to look at the barriers that people face when seeking employment. There are many pieces of work that have looked at these issues and this list is indicative of the findings –

Lack of basic skills - English, Maths and ICT	Discrimination
Caring responsibilities/cost of care	Lack of work experience
Poor public transport to employment areas/do not own a car	Poor interview skills
Lack of wanting to work	Lack of enterprise culture
Lack of confidence	Language
No qualifications	Criminal record
Lack of advice	Disability
Difficulty with forms	Training not available/accessible
Drugs/alcohol problems	

3 POLICY CONTEXT

3.1 National

Since 1997, the government has set out a number of policy programmes and initiatives aimed at helping and supporting people to move from welfare to work. They have a core objective of achieving full employment in all the regions of the United Kingdom by 2010. The UK now has over 2 million more people employed than in spring 1997 with a total workforce of over 28 million people. The two core programmes the government has used to tackle unemployment and inactivity in the United Kingdom since 1997 are:

² Source of Figures: The Merseyside Partnership (2006) *Merseyside Economic Review 2006: Summary*

³ The Mersey Partnership (2006) *Merseyside Economic Review 2006: Summary*

- 1) New Deal (1998) – offering work search support, experience and training in formats tailored to meet the needs of different groups, such as young people (18 to 24, 25 +); disabled (first programme specifically designed to support people on incapacity-related benefits into employment); lone parents; over 50s; musicians and to stimulate self employment;
- 2) JobCentre Plus (2002) – a shift away from a system that encouraged welfare dependency to one, which provides people much more effectively with the help and incentives, they need to work.

As a result of the stability of the rates of economic inactivity in the United Kingdom in recent years the government has released its core vision for full employment⁴ by 2010 and has particularly committed to helping those people who have disabilities and/or poor health. The government has therefore adopted a two-fold approach to inactivity:

- 1) to encourage people to look for work. In some cases, the first challenge is actually to get in touch with people through, for example, outreach programmes;
- 2) to provide appropriate and necessary support. Different individuals face different barriers to labour market participation, and help must be tailored to their specific needs.

Taking the example of people with health conditions and disabilities, the government through the Pathways to Work and other initiatives aims to reduce the number of people excluded from the work force as a result of not only their health but also in terms of the other barriers they may face in accessing employment making opportunities difficult to realise. One of the core objectives is to increase the working age employment rates of sick and disabled people that currently stands at around 50%. This is significantly below the overall rate of the working age population and something on which there is much more to do.

Most recently **The Green Paper on Welfare Reform** reinforces the position of government that “the best welfare policy is work”. It identifies a number of principles and initiatives that are proposed for rolling out.

- ❑ **Addressing Dependency Culture** - it aims to offer opportunities for groups of people who have as a result of the way in which the Incapacity Benefits system operates, have been locked into a long-term dependency on benefit. Many of these groups are willing to work and learn new skills, yet have been denied the opportunity to do so.
- ❑ **Reduce Number of Incapacity Benefit Claimants** – Welfare reform aims to reduce by 1 million the number of people on incapacity benefits; help 300 000 lone parents into work; and increase by 1 million the number of older workers. In a society characterised by economic restructuring and an industrial heritage, there are key sectors, most notably amongst the over 50s who do

⁴ HM Treasury (2003) *Full employment in every region*. HMSO, Norwich

not have the relevant skills required to re-enter the labour market or who as a result of previous employment have a work related physical injury.

- ❑ ***Increased Support and Enhanced Benefits*** - it aims to continue to support those unable to help themselves and unable to work with continued and enhanced benefits.
- ❑ ***Improve Regional/Local Economic Disparities*** - it aims to ensure that a reduction in Incapacity Benefit claimants will lead to wider Government objectives of employment opportunity for all, reductions in social exclusion and poverty, reduced disparities between English Regions and increased economic competitiveness of the United Kingdom as a whole.
- ❑ ***Developing Healthy Workplaces*** – the Green Paper looks to help employers to better protect employees from health risks and moving onto Incapacity Benefit in the first place. Small and medium sized enterprises (SMEs) in particular are perceived as requiring greater support.
- ❑ ***Transformation of the Gateway*** – the Green Paper sets out proposals to change the capability assessment process for determining eligibility for Incapacity Benefit. Currently this focuses on incapacity rather than capability. The new assessment process will focus not only on physical capability but also functional capability of the claimant. Those identified as being capable of taking part in work-related activity will be given the support required to help them back into work.
- ❑ ***A New Employment and Support Allowance*** – the Green Paper proposes a rebranding of Incapacity Benefit to become the Employment and Support Allowance. This new allowance would focus on how people can be helped back into work and does not automatically assume that because a person has a significant health condition or disability they are ‘incapable’.
- ❑ ***Engaging and Supporting Professionals*** – the Green Paper proposes a number of proposals to engage GPs and other health professionals more effectively with the employment advice service. One particular proposal is the piloting of placements for employment advisers in GPs surgeries.
- ❑ ***Engaging and Supporting Claimants*** – the Green Paper proposes increased support for claimants wishing to access work opportunities, as piloted in the Pathways to Work Programme. This support in partnership with personal advisers will include encouragement of work trials and voluntary work as well as advice on - for example interview technique.

3.2 The Northern Way

The Northern Way seeks the transformation of the North to become an area of exceptional opportunity combining a world-class economy with a superb quality of life. The key aim is to bridge the £29b output gap that exists between the North and the rest of the UK. Championed by the Deputy Prime Minister, the Government has agreed to match the Regional Development Agencies contribution to create a £100m Northern Way Growth Fund to translate the strategy into practical action. The Plan identifies a number of priority areas as summarise below –

Bring more people into employment
Strengthen the North’s knowledge
base
Build a more entrepreneurial North

Airports and Surface access
Improved access to north sea ports
Create premier transit systems

Capture a larger share of global trade
Meet employer skills needs

Truly sustainable communities
Market the North to the World

The aim in relation to employment is to bring a further 100,000 people on incapacity benefit into work by 2014. The Northern Way will provide resources to further roll out pathways to work and test out new ways of demand lead employment and training. The emphasis is to pilot new ways of working that will demonstrate the effectiveness of various types of activity.

3.3 Regional Economic Strategy (RES)

The RES sets out the twenty-year economic strategy for the North West and identifies the specific actions required in the next three years to continue the economic transformation of the region. The vision underpinning the RES is -

A dynamic, sustainable international economy that competes on the basis of knowledge, advanced technology and an excellent quality of life for all

The RES identifies three major drivers to achieve the vision -

- The region needs to improve productivity and grow the market.
- The region needs to grow the size and capability of the workforce.
- These two major drivers need to be underpinned by creating and maintaining the conditions for sustainable growth and private sector investment.

The employment related target is to increase the number of people in the workforce by 83,000 in order to meet the England average employment rate, and ensure no district has an employment rate less than 68%. To achieve this the RES identifies the need to focus on four key factors -

- Developing Job Linkages between people without work and employers with vacancies.
- Growing Local Employment – in areas remote from growth as well as already successful areas.
- Improving the Health of the current and potential workforce – particularly focusing on reducing the number of incapacity benefit claimants.
- Responding to Population Change and the impacts of an older population.

3.4 Liverpool City Region Development Programme (CRDP)

The vision of the CRDP is 'to regain our status as a premier European city region by 2025' and identifies a number of strategic priorities to enable this to be achieved.

- The premier destination centre
- The well connected city region
- The creative and competitive city region
- The talented and able city region

- The city region of sustainable neighbourhoods and communities.

Most pertinent to this employment strategy is Priority Action 12 – Full employment in the city region. This states the aim of achieving 75-80% employment rate by 2015 and at that time no community should be below 60%. Key activities it proposes across the city region are –

- Improved services to non-employed residents
- Meeting employer demand more effectively
- Making work pay
- School to work transitions
- Collaboration across the city region
- Evolution of a Full Employment Plan to target concentrations of worklessness.

3.5 City Employment Strategies

As part of the government proposals contained in 'A new deal for welfare: empowering people to work' published in January 2006, the concept of city employment strategies was outlined. Recently the government has issued more details on this and has invited the local authorities that have the worst worklessness problems to become bid to become national 'City Employment Strategy' pilots – though areas need not be a 'city' to bid. In essence, the concept is that local consortia are formed of public, private and voluntary sectors which will work together to target those wards (not SOAs) with the highest levels of worklessness i.e. worklessness above 25% of working age population. Consortia groups are about cooperation rather than setting up separate stand-alone regeneration companies. It has recently been announced (July 2006) that the joint bid made by Halton, Knowsley, Liverpool, St Helens, Sefton and Wirral local authorities has been successful. This will enable the development of a Merseyside wide initiative aimed at tackling worklessness and will give a tangible boost to the work in Halton.

3.6 The Community Strategy for A Sustainable Halton.

The Community Strategy sets out the steps that need to be taken to bring about real improvements that will change lives for the better. The vision of Halton is -

Halton will be a thriving and vibrant Borough, where people can learn and develop their skills, enjoy a good quality of life with good health; a high quality, modern, urban environment with opportunity for all to fulfil their potential; greater wealth and equality; sustained be a thriving business community; and within safer, stronger and more attractive neighbourhoods.

In relation to employment, the strategy identifies the key objective relating to employment as-
To promote and increase the employability of local people and remove any barriers to employment and get more people into work.

The strategy sets out a number of targets to be achieved by 2011–

- the employment rate will be increased by 2%

- economic inactivity will be reduced by 10%
- reduce the number of adults without qualification by 15%
- increase the number of adults qualified to level 2 by 25%
- ensure that the unemployment rate for any ward is less than 20% above the borough average.

4 HALTON 'S CURRENT POSITION

4.1 Range of data sources

In identifying the economic situation in Halton, analysis has focused on a variety of indicators assessing the levels of worklessness, opportunities (such as number of jobs, and growth sectors) and the skills issue both in terms of demand and supply. The baseline has been produced using a variety of data sources, including:

- ◆ Census 2001;
- ◆ New Earning Survey, Annual Business Inquiry, Local Labour Force Survey and Labour Force Survey all derived from Nomis;
- ◆ Claimant Count (from Nomis, Neighbourhood statistics and Jobcentre Plus);
- ◆ VAT registration and deregistration by industry (Nomis);
- ◆ Employment and Skills in Halton (IFF Research, 2003);
- ◆ IMD 2004.

The analysis has been carried out at ward and Super Output Area levels, wherever possible. The figures for Halton have been compared with those for Merseyside (wherever possible), the North West and England.

4.2 Population

Halton Borough was created as part of local government reform in 1974 and Halton Borough Council achieved unitary status in 1998. At that time the population was 120,200 whilst the 2001 census shows 118,208. This general population decline is reflected in many other Merseyside local authority areas but in Halton latest indications are that this decline has now arrested.

4.3 Demographics

In terms of age structure, the local authority has higher concentration of working age population (16 to 65) compared to the regional and national benchmarks. Indeed the

proportion of 16 to 65 year olds is 65.6% in Halton, compared to 64.3% in the North West and 64.9% in England. The difference between in and out migration in Halton in 2001 is negligible.

Halton is characterised by high proportions of lone parents households with dependent children (9.7%), compared to the regional value of 7.6% and the national one of 6.4%. The highest concentration of lone parents is found in Windmill Hill with 19.4%, Norton South (17.3%), Halton Lea (15.1%) and riverside (13.1%).

4.4 Average GDP figures

Analysis carried out by Local Futures⁵ showed that Halton's share of the Gross Domestic Product (GDP) is estimated to be 0.2%, which ranks the borough at 168th highest in Great Britain out of 409 Local Authorities.

4.5 Significant regional assets

Daresbury, Runcorn – this includes three sites representing a significant investment product:

- ◆ Daresbury Laboratory which has been identified by government as one of only two sites for the development of big science nationally;
- ◆ Daresbury Park, which with the contribution of the private sector, is being developed as a high quality office park. The site is located closely to the M56, hence with a suitable location guaranteeing accessibility and mobility;
- ◆ Daresbury International Science and Technology Park which will provide incubator units for spin off businesses from laboratory and be the home of the Cockcroft Institute (National Centre for Accelerator Science)

3 MG (Ditton Strategic Intermodal Freight Village) – presently under development, this will create significant employment opportunities and provide an excellent facility for businesses across in the region with capacity for transfer of freight to rail and linked to the A5300;

Mersey Gateway Bridge between Runcorn and Widnes – a strategic transport link between the Mersey tunnel and Warrington.

4.6 VAT registration/deregistration

As a proportion of business stock Halton's levels of VAT registrations have been higher than in the North West and Nationally. However, when looking at the number of VAT registered businesses per 10,000 adult population Halton does not fare so well with a rate of only 24 compared with North West of 32 and nationally 38. The difference between these two statistics can be explained by the low density of business stock in Halton that means even a modest raise in VAT registrations can look good when compared to the low stock numbers.

⁵ Source: State of the Borough – First Review

The number of VAT registration and deregistration by industrial sector shows those sectors that are performing better, that is where registrations are higher than de-registrations - reflecting buoyancy in the economy - are construction, wholesale and retail, catering, public administration and real estate.

4.7 Significant pockets of deprivation

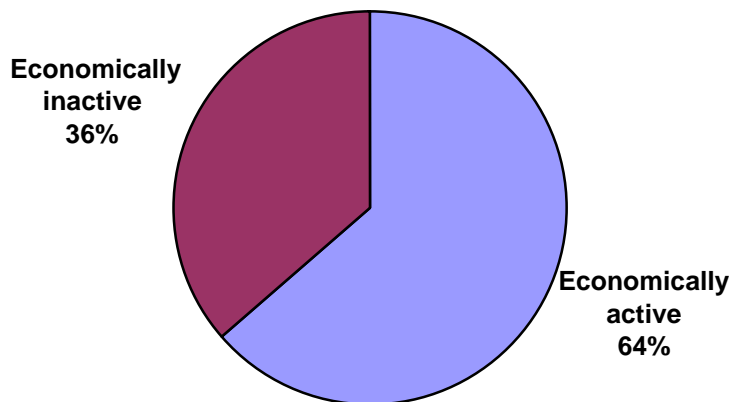
Using the overall IMD 2004 values for Halton and three further domains, namely employment, education and health deprivation, analysis identified the number of Super Output Areas (SOAs) that fall within the worse 5, 15, 25% most deprived in the country. Halton has high levels of deprivation, particularly in terms of health and employment. Out of the 79 SOAs present in Halton, 58 are within the most deprived in the country in health terms. 14 SOAs are within the 5% most deprived, 37 fall within the 15% and 7 within the 25% most deprived. In terms of employment deprivation, a total of 52 SOAs in Halton falls within the most deprived in the country. 7 SOAs are within the 5% most deprived, 31 within the 15% and 14 in the 25%.

4.8 Economic activity in Halton

The Census defines economically active people aged between 16 and 74, working or looking for work in the week before the Census. The Census definition of economic activity is compatible with the International Labour Organisation (ILO) definition of economic status. The sub-categorisation of the economically active is as follows:

- ◆ employee;
- ◆ self employed with employees (part time and full time);
- ◆ self employed without employees (part time and full time);
- ◆ unemployed;
- ◆ full-time student.

Figure 1: Economic activity and inactivity in Halton (Census 2001)

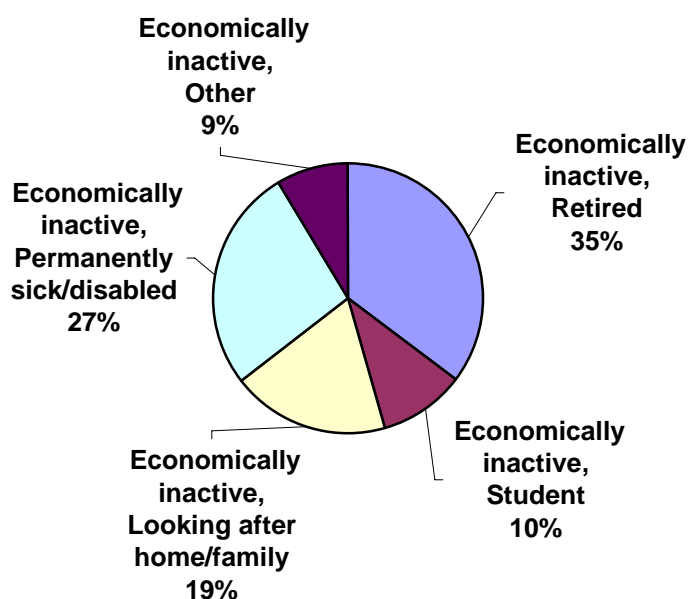


Dealing first with the economically active, the breakdown into categories shows that in Halton the highest proportion of economically active are employees (82.3% or 44907), higher than the sub regional figure (78%), regional proportion (79.2%) and lower than the national figure of 78.6%. The ward with highest concentration of economically active is Birchfield (79.6%), whilst the one with lowest is Windmill Hill (48.7%). Conversely, Windmill Hill registers the highest proportion of unemployed (17.5%), followed by Halton Lea (11.7%).

The second highest proportion is the unemployed category with 7.1% (3,880), whilst Merseyside is 8.3%, the North West registers 5.6% and England 5%. The proportions of self-employed both with and without employees are in Halton relatively low (2.8% or 1520 and 4.5% or 2433 respectively), compared to the sub regional (3.5% and 5.4%), regional (4.3% and 6.5%) and national values (4.4% and 8%).

In Halton the majority of those who are economically inactive aside from the retired are those who are sick/disabled (c 27%) and looking after home/family (c 19%)

Figure 2: Economically inactive population in Halton (Census 2001)



Spatial concentration

The analysis of the spatial concentration of economically inactive in Halton showed that 6 wards have inactivity rates at or in excess of 25% - Castlefields, Windmill Hill, Halton Lea, Kingsway, Riverside and Grange.

Gender and age breakdown

More women than men are economically inactive in the borough, 27.7% of the male working age population and 30.6% females. The rate of economic inactivity is higher within older age groups. 38.2% of people aged 50 to retirement are economically inactive.

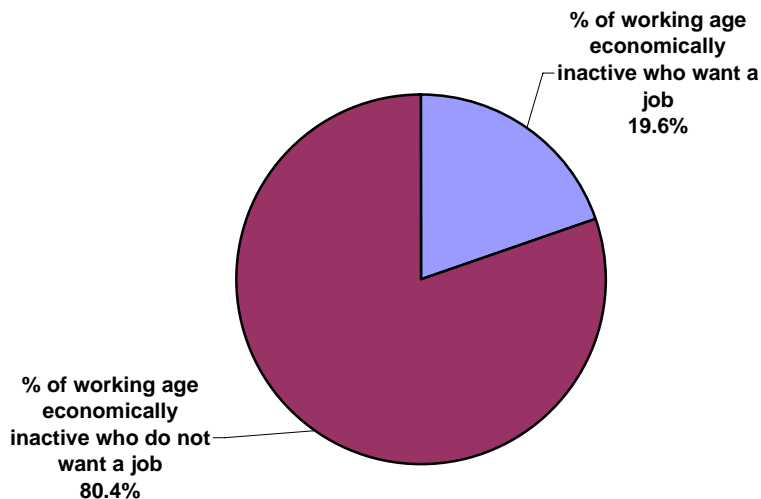
Incapacity

Incapacity Benefit (IB) is a non-means tested benefit paid to people who are unable to work due to ill health who have paid sufficient National Insurance contributions. As at May 2006, there were 8,790 people receiving incapacity benefit in Halton. As a proportion of the working population, this is almost double the national average.

Wanting a job/not wanting a job

One of the questions asked to economically inactive in the LALFS was whether they wanted a job or not. 80.4% of the working age economically inactive stated they did not want a job, compared to 19.6% who declared they wanted one. In terms of gender, more women than men do not want a job.

Figure 3: Proportion of working age economically inactive who want or does not want a job, Halton (LALFS 2003/04)



Working age economically inactive people who stated they wanted a job but were not looking for one were further asked the reasons why they were not looking. The highest proportion declared that they were not looking because long term sick (7.5%) followed by those stating they were looking after family/home (5.3%).

4.9 Employees by sector

In Halton the sectors with a higher proportion of employees are public administration, education and health (21.4%), distribution, hotels and restaurant (20.9%), and manufacturing (19.5%). The comparison with regional and national values shows manufacturing, construction, and transport and communications as being the sectors with highest proportions of employees.

The number of self-employed is relatively low in Halton (5.4) compared with the north west (7.9%) - 1.9% of the working age population in the area is self-employed with no employees compared to 3.1% in the North West and 3.2% in England. Similarly, the proportion of self-employed with employees is 3% in Halton, compared to 4.8% in the region and 5.9% in England.

The employment forecasts for the borough, between 2002 and 2012, as calculated by Cambridge Econometrics⁶, are to rise by around 4,000. Business services have the major projected increase with a 6% growth. Nevertheless, the main job losses are expected within the manufacturing industry, forecasted at a 4% decrease.

4.10 Claimant Count

The claimants count records the number of people claiming unemployment related benefits. These are currently the Jobseeker's Allowance (JSA) and National Insurance credits claimed at Jobcentre Plus offices. People who are claiming JSA must declare that they are out of work, capable of, available for and actively seeking work during the week in which the claim is made. The data used in this section were derived from Nomis⁷.

The proportion of working age population who are claiming working related benefits in Halton in May 2006 was 3.5% with regional (2.8%) and national (2.6%). In 1998 the claimant count rate for Halton was of 5.4% so there has been a significant reduction since then. However, the rate has been as low as 2.5% as is presently on the rise as indeed it is across the country.

In terms of long term unemployment and age breakdown, in Halton the proportion of young unemployed who have been unemployed for over 6 months is relatively low (1.3%), but significantly higher than the regional (0.9%) and national (0.7%) figures.

Long-term unemployment among people aged 50 and over (up to pensionable age) is relatively low (0.4%), but higher than the regional (0.3%) and national (0.4%) figures.

⁶ Source: Economic Development Review 2003

⁷ The claimant counts rates derive from Nomis calculations. Nomis uses the resident working age population estimates as a denominator for the rate. It does not provide with the value for the denominator but just the rate. Working age is defined by Nomis as 16-64 for males and 16-59 for females. The working age population figures are derived from mid-year population estimates,. For 2004 claimant count rates, 2003 mid year population estimates are used, whilst for 1998 cc rates, 1998 mid year population estimates are used

4.11 Gross weekly earnings

The average weekly earning in Halton is £397, lower than the regional average of £421 and the national of £441. In Halton the gross weekly wage is generally lower than in the North West and England for almost all occupations. Exceptions are the skilled trades and the elementary occupations. The former amounts to £456 weekly, compared to £405 for the North West and £414 for England, whilst the latter is £ 315, compared to £293 regionally and £309 nationally.

4.12 Qualification and skills

Halton registers a very high proportion of people of working age with no qualification, 24.7% compared to 17.7% in the North West, and 14.8% in England. The proportion of 16 to 19 year olds with no qualification is higher in Halton (19.6%) than in England as a whole (18.9%), but still lower than the regional figure (20.4%).

13.9% (around 1000) of people aged between 20 and 24 in Halton have no educational qualifications, this compares to the 10.4% of the North West and 8.3% of England. Finally, 21.5% of people aged between 25 and 29 years have no qualification in Halton, compared to 12% in the region and 8.8% nationally.

Broad employment and skills research findings

- ◆ internal skills deficiencies effects around a quarter of employers in Halton, 1 in 12 employees;
- ◆ skills lacking are generic IT and communication skills, problem solving, and team working;
- ◆ in terms of workforce development, employers in Halton train at similar levels to those elsewhere in Greater Merseyside.

4.13 The existing model of employment service provision

The delivery of the interventions involves numerous agencies, drawing on funding sources varying from mainstream e.g. Jobcentre Plus (JCP) and Halton Borough Council to time-bound programmes such as European Social Fund and Neighbourhood Renewal Fund. These interventions take the form of both demand and supply side.

Demand side activity seeks to stimulate economic activity and hence create employment opportunities and Halton Borough Council and its partners are very active in this field with projects such as Widnes Waterfront Economic Development Zone, 3 MG (Ditton Strategic Rail Freight Village), Town Centre investments, Urban Splash proposals for Runcorn, Daresbury Park and the International Science and Technology Park at Daresbury. Over the next few years these opportunities will create thousands of jobs.

Recent supply side interventions are a mix of both general borough wide provision and increasingly the targeting of specific groups, such as young people and adults in receipt of work related benefits. The stimulation for targeting has come from Jobcentre Plus with little the targeting of NRF only recently being seen. The majority of this and other supply side activities have been developed in Halton with the aim of providing people with suitable training and making them job ready hence developing their skills and helping them accessing information and job opportunities.

4.14 Key characteristics of existing model

Funding culture

The local partnership in Halton has been heavily reliant on the use of various external funding – replicating to a certain degree a national picture of partnerships ‘chasing the funding’ as opposed to being more evidence lead. It is evident that the existing breadth of funding streams available throughout Halton is likely to decrease for example NRF ceases in 2008 and the loss of the Jobcentre Plus Action Team for Halton in October 2006 is a significant concern to many local partners. The most significant new programme on the horizon is the Jobcentre Plus Pathways to Work programme that will come into effect towards the latter part of 2006 – this will target people who are seeking to sign up the incapacity benefit and offer them additional support and financial incentives to consider work.

The government is placing less emphasis on the money available for employment projects and more emphasis for partners to work more flexibly and creatively, for example through the newly announced City Employment Strategies and Local Area Agreements. In the former, the government is keen to see the formation of local consortia heavily involving employers to address local employment issues. Additionally, it is clear that there will be more emphasis on the use of the private and voluntary sectors to deliver initiatives as evidenced through the new Deprived Areas Funding (DAF) that Jobcentre Plus will have available from October 2006. This money is noticeably less that was being spent on Action Teams and can only be used to target the wards with the very highest rate of worklessness.

Short term

Many funding streams by there very nature are short term. As such, they must be seen to achieving outputs almost immediately and they can often come to a rapid conclusion when the money runs out. Halton, in this regard is no different to other areas across the country. The Holy Grail of short term funding such as NRF is to enable partners to refocus their existing mainstream budgets overtime so that important projects can be continue in the long term. To date in Halton there has been little evidence of mainstreaming in employment related work although importantly Halton Borough Council has recently begun to commit mainstream money into the Halton People into Jobs.

Separate Funding Streams

Across the country the reliance on the use of external funding for employment activity has often resulted in programmes and projects being put into silos. This has not helped joint planning and implementation and indeed has often seen key projects lose focus as they seek to deliver the outputs that funding streams are looking for and Halton has experienced this just as other areas have. As a consequence, there has been little progress on pooling or aligning partners budgets to improve outcomes. Indeed, the structure of government funding often prevents pooling as national organisations lack freedom due to the existence of nationally delivered schemes – perhaps this is an area for further consideration within the context of Local Area Agreements.

A particular example that offers real potential for aligning work across two SSPs is the development of childrens centres and extended schools under the Children and Young People SSP with employment and adult learning activities of the Employment, Learning and Skills SSP.

Reduction in unemployed

Over recent years the emphasis in Halton has been to concentrate on residents who are unemployed, that is claiming Job Seekers Allowance. However, as indicated above there is a much larger group working age people that are economically inactive, many of which want to work. As such, there is already a clear recognition by the new Employment, Learning and Skills SSP of the need to broaden employment programmes to include worklessness.

Overlap of agency

There is some evidence that agencies are overlapping and this has the potential to lead to competition for clients for example the young unemployed. This system of engagement and how partners seek out clients needs to be addressed to avoid confusion and to gain the benefit from joint working.

5 LESSONS FROM ELSEWHERE

As part of the research for this strategy, it was important to look at what practice has been developed in other parts of the country. The following is not an exhaustive list but provides some good examples that can inform what may happen in Halton.

5.1 Disability Employment Service Birmingham

This service provides comprehensive set of interventions covering both the breadth of need within the disabled, but also the different types of need as individuals move towards employment. The service is made up of a number of projects and teams located across the city working in different areas of employment and training, but all working towards creating

routes into employment for people with a disability. One such project is the Mitre Employment Service, which offers the following support to disabled people:

- ◆ work readiness assessments;
- ◆ career guidance;
- ◆ job search assistance;
- ◆ information about Welfare Rights;
- ◆ vocational training identification;
- ◆ interview guidance;
- ◆ interview support.

5.2 Ealing Borough Council Social Firms Initiative,

This has developed a tendering assistance programme where social enterprises wishing to be on the approved tender list for council contracts were supported to complete the complicated paperwork. This innovative development was instrumental in Ealing Borough Council winning a national Community Care Award in 2001 to promote its good practice to other local authorities (see A Guide to Sustainable funding: Trading and Social Enterprises.)
<http://www.ealing.gov.uk/services/voluntary+grants/sustfunding.doc>

5.3 London Borough of Greenwich and Greenwich Local Labour and Business (GLLaB):

This has prioritised targeted training and employment and developed the use of 106 agreements on major development sites (including Millennium Dome). Typically includes: endorsement of GLLaB activities (partnership service provider), prior notice of local employment and business opportunities, monthly monitoring information on workforce, provision of on-site recruitment and training, payment to LBG for recruitment, employment and skills development.

5.4 City of Aberdeen

Has developed a Planning Agreement under 50 of TCP (Scotland) Act with Mobil North Sea Ltd relating to major extension of SAGE North Sea Gas terminal at St Fergus. Based on clause on Local Plan stating: 'The District Council encourages developers to give priority to local residents in relation to any new employment opportunities which arise'.

5.5 Southampton West Quay Development

This is a city centre retail development on former dockside industrial site. A section 106 agreement with original developer, since taken over by new developers led by Hammersons has provided for payment to the Council to cover training to increase the size of the retail workforce and provide a range of recruitment services to retail occupiers of the site

5.6 Leeds, TESCO Seacroft Store:

The Seacroft Partnership provided guaranteed employment for those successfully completing a customised training programme targeted on local unemployed people. Seacroft is a large local authority estate five miles from the centre of Leeds. The Partnership includes TESCO, Leeds City Council, USDAW, Quarmby Construction, ASDA, the Employment Service and East Leeds Family Learning Centre. Candidates included those on New Deal and other groups, with particular emphasis on young people, single parents and over 50 year olds. 320 of the store's 490 workers were recruited from within a three-quarter mile radius, 243 were previously unemployed and 147 were guaranteed jobs after their initial assessment.

5.7 Glasgow City Council

Over recent years in Glasgow the Council and its other partners have piloted new strategies and initiatives to tackle the issue of economic inactivity. A core initiative set up in 2003 is the Equal Access to Employment Initiative⁸. Equal Access to Employment is a Glasgow city-wide strategy aimed at getting those farthest removed from the labour market back into work. Equal Access envisages helping the following groups of people:

- people with a physical or learning disability;
- people with a physical or mental health problem;
- people who have or are recovering from drug or alcohol addiction;
- people with homelessness problems;
- people caught in the benefits trap;
- people with low skills levels.

Equal Access teams have been piloted in 9 areas of Glasgow and works in partnership with the cities main service providers including: Glasgow City Council; Greater Glasgow NHS; Jobcentre Plus; Careers Scotland; Scottish Enterprise Glasgow and Further Education Colleges. Equal Access workers are expected to promote for each individual the following services:

- the identification of a path to employment which is non discriminatory by shifting the focus from personal development activities to employing all the available resources to facilitate job entry;
- a service, which will ensure that the employer, co-workers and the individual is supported to sustain employment;
- a comprehensive analysis of the job to ensure an effective job matching service;
- facilitation of health and social care support in dealing with work related issues;
- the identification of appropriate routes for training, which maximises mainstream programmes and where appropriate is undertaken on site with employers;

⁸ <http://www.equalaccessglasgow.com>

- assistance with welfare benefits, in work benefits and the transference from one to the other;
- in partnership with other agencies, the provision of on going support in the job that ensures continued success and retention of the job.

5.8 Streets Ahead Liverpool

Streets Ahead is a flexible outreach project based in Liverpool's five priority neighbourhoods where there are high levels of unemployment. The project focuses on staff visiting people in their own homes, schools and community centres within these areas to offer **free** help and advice on a wide range of issues - from how to access training for work to how to make your home safer.

The Streets Ahead staff also organise appointments at local jobs cafés, including some in local health centres where they attend local events promoting Streets Ahead and what it can do for residents. For example, a teddy bear's picnic was arranged, targeted at lone parents, highlighting the opportunities available to them both within the labour market and the financial incentives and support through child care. Without input from specialist advisors at this event, many lone parents would have remained unaware of the range of support and services available to them. As a direct consequence of this project, many lone parents have now found employment and are accessing free registered childcare provision across the city. City-wide, the teams have contacted over 20,000 homes in its first year (2004/5). This has resulted in over 6,000 referrals to many different partners and support services across the city. From the referrals, 243 people have started work and 159 have taken up a training opportunity by January 2005.

5.9 Working Neighbourhoods (Jobcentre Plus)

This programme has been operated in a number of areas across the country and incorporates –

- Weekly signing at weeks 7-13 and accelerated access on to New Deal/EZ programmes after just three months for all residents claiming Jobseeker's Allowance
- More frequent work-focused interviews for people claiming Income Support, including lone parents, and all partners of customers in receipt of designated benefits
- More help for new Incapacity Benefit customers to ensure that employment opportunities and the support available to overcome barriers are regularly discussed and explored
- A flexible, discretionary fund for each neighbourhood to allow personal advisers in cooperation with local strategic partners to tackle the substantial and varied barriers that prevent residents in these neighbourhoods from returning to work.
- Retention payments, in the form of lump sum rewards, for customers who move into and remain in work after previously receiving benefits.
- This approach brings the customers into regular contact with Jobcentre Plus and encourages them to access the help and support available within the pilot sites.

5.10 Greater Manchester Stepping Stones: A focus on illness and disability

The project is funded by Manchester City Council via Neighbourhood Renewal Funding and aims to bring work focused assistance to Manchester residents who are not working currently because of sickness or disability. There is currently no mainstream funding available to this group of people beyond the initial work focused interview when a new claim is made.

The project is managed by Job Centre Plus and delivered in partnership with the Employment Regeneration Partnership (ERP). It employs a large team of personal advisers to offer help through training advice, motivation and other routes to help customers to move into or closer to work. Supporting this activity is an extensive marketing campaign and solid efforts to make links with many partners who touch the lives of this group.

The stepping stones service offers one-to-one confidential personal advice, conducted in a professional yet informal setting, where claimants can discuss their issues. Advisers are available across Manchester at locations designed to suits claimants.

Advice can be sought on a range of issues, including:

- Financial support available to help claimants back into work and training
- Ongoing support - advisers will visit clients in work or training if they wish and keep in touch so that if any unforeseen problems arise once they start work stepping stones is still there to help
- Support with learning, for occupationally related and other courses. Including informal or taster workshops to help boost confidence
- Lots of free training opportunities
- Help with basic and key skills
- Fast Track access to New Deal for Disabled people
- Help to liaise with other agencies on a claimants behalf, including speaking to potential employers, sorting medical issues, debt or housing or help with childcare

Stepping Stones Advisers also offer practical and financial help, including CV and Job interview preparation and advice on In Work Benefits such as Working Tax Credit, Housing Benefit and Council Tax run on.

It also allows access to the Adviser Discretion Fund that can pay for:

- Travel costs to attend interviews;
- Interview clothes;
- Childcare whilst attending interview;
- Specialist equipment or clothing that is job related and necessary to start work,

And when you start work advisers will help with:

- Fast Track application for Tax Credits;
- Help with living costs until you receive your first wage;

- Job Grant;
- £150 one off payment when you have been in continuous employment over 16 hours for 13 weeks or more.

5.11 West Ham and Plaistow NDC

The NDC area covers parts of two wards, West Ham and Plaistow, both of which are in the top five % of the most deprived wards nationally in terms of the Index of Multiple Deprivation. The London Borough of Newham has led the creation of an Access to Jobs Strategy through a Partnership comprising key organisations in education and training in Newham and including the London East LSC and Jobcentre Plus. The Partnership has sought to achieve co-ordination of policies and funding and to maximise the use of existing mainstream resources, supplemented by New Deal for Communities monies.

The Access to Jobs Strategy seeks to capitalise on the employment opportunities (especially in the Thames Gateway development areas) by:

- Identifying and responding to employers' recruitment needs;
- Ensuring residents have the skills needed to get jobs;
- Providing job guidance and placement services;
- Upskilling existing employees.

The Access to Jobs Strategy takes a holistic view of the problem of worklessness, including the range of barriers faced and of the action needed at neighbourhood level. The initiatives aim not just to tackle immediate unemployment issues but also more broadly to raise career aspirations, access employment opportunities and increase income in the NDC area. Thereby developing long-term solutions to achieve sustainable change, breaking the 'cycle of deprivation'. There is also stronger focus on the most disadvantaged groups and areas, workless heads of households, lone parents and those with low or no skills.

The strategy has three main strands:

- Job brokerage;
- Training and learning;
- Childcare provision.

5.12 ELITE (East London into Training and Employment)

ELITE provides intensive, personalised assistance through Personal Advisors who undertake needs assessment and arrange for clients' needs to be met through, for example, advice and guidance, training, employment preparation, job search and applications, support for childcare and benefits advice. The NDC's 'flagship' project, it has been formally in operation since March 2001. Clients receive continuous, progressive help which is intended to continue after they obtain work in order to promote skills development and progression to better paid employment. The project also has a contract to deliver services to parents in the Sure Start

area. ELITE also operates weekly 'outreach surgeries' at three community bases in the south, central and northern parts of the area.

ELITE seeks to build on and add value to existing provision and avoid duplication by close working with key partners. Jobcentre Plus second two members of staff to ELITE to provide advice and signposting to New Deals, access to Jobcentre Plus vacancies and advice on benefits. The project has built up a network of links with agencies for referral of clients, for example, for ESOL, childcare support, training and work placement and advice on business start-up.

It also aims to strengthen links with employers and employers' organisations, with agencies responsible for inward investment (Newham LBC and London Development Agency) and with Jobcentre Plus Employer Teams for the purpose of identifying new employment opportunities and developing customised training and employment initiatives to secure jobs for NDC residents.

A key element of ELITE is to ensure people access the training that they need in order to secure appropriate employment. One aspect of the problem is a lack of appropriate learning and training provision within or close to the area and a wide dislike of training in traditional 'large scale' settings such as FE colleges. Therefore, although ELITE can access training through linkages with the Newham Access to Jobs Strategy and Partnership, it was considered that the NDC needed to provide additional training opportunities that were accessible locally and that would encourage people onto the 'first rung' of learning. Training courses were offered in the following areas.

- IT-based training;
- Construction industry training;
- Childcare training - provided through the Newham Training and Education Centre (NEWTEC). Employment for trained and qualified residents will be brokered through ELITE working in partnership with Jobcentre Plus to ensure that local residents benefit from the new job opportunities;
- Community Interpreting.

To get more lone parents and families with young children into the workplace, the NDC has drawn up a Childcare Strategy. The main component of the Children's Centre will be full nursery care. There will also be childminder networks offering day care for children of all ages and develop pre- and after-school provision in conjunction with local schools.

5.13 Key lessons

There are a number of important observations that can be drawn out from the above–

Dealing with economic inactivity is not just about helping someone to find a job. The range of issues and barriers facing the target groups mean that the menu of interventions need to be

comprehensive and flexible so that they deal with the range of issues facing the individual circumstances.

In many situations the individual requiring support will be embarking on a journey and cannot simply be put into a local vacancy. Agencies and partners will have to offer a holistic support package that support people through a process which takes them from say, long-term claimants of Incapacity benefit, through health related assistance, through job training, and then into work. The concept is to have a **Ladder of Progression**.

There is a clear need to work closely with local employers to meet their recruitment needs and then to help those people who have gained a job to keep in through in work support. This clearly involves looking at the skills that businesses need and helping people to gain them.

People who are the most distant from the labour market will not willingly use mainstream service providers – for many the step over the threshold into Jobcentre Plus is like trying to jump the Grand Canyon. Outreach services are essential and intermediaries are needed to act as a go between as act as **bridge builders to employment**

6 THE WAY FORWARD

The preceding sections have sought to explain the context of employment and worklessness in Halton and have identified a number of issues that exist in the way that Halton has responded in recent years. Also, they have explored some good practice that presently exists and these have helped to establish some key principles for future work – ladders of progression, outreach, holistic packages of support and bridge builders. This section brings all of this together with a number of conclusions, clear recommendations as to how employment activity needs to change and identifies a number of key actions.

6.1 Groups that need more support

Whilst Halton has made great strides in the creation of new jobs and the general reduction in unemployment the gap between individuals and the labour market in some instances has not improved as much for certain groups.

Over 50s

Despite the considerable reduction in the long-term unemployed, there remains an issue with the 50+ category, although the numbers involved are modest (circa 150 across Halton). There are pockets of this age group in Castlefields, Norton South Halton Lea and Grange wards, which display double the long term unemployed figures compared to Halton as a whole. In Halton there are c 3600 people within the 50-59 age group, with particular concentrations in Windmill Hill, Castlefields, Halton Lea and Riverside. This figure has remained consistent over the last three years with some suggestion of a seasonal high in spring and autumn

Economically inactive women

In Halton economic inactivity affects both men and women, but the latter category appears to be more strongly affected. According to the Labour Force Survey, there are around 10,100 females of working age who are economically inactive, against around 8,800 males, with the highest concentration found in the wards of Windmill Hill and Grange.

Lone parents with dependent children

In Halton 4672 households are lone parents households with dependent children, of these 4319 are headed by females. The wards with the highest concentration are Windmill Hill and Norton South.

Young long term unemployed

Whilst there has been a considerable reduction in the unemployed it is evident that there remains some low but persistent levels of young people who are long-term unemployment particularly Mersey, Hale, Windmill Hill, Halton Brook and Castlefields wards.

Disabled

According to the IMD 2004, Halton suffers from high level of health deprivation, having 58 of the 79 SOAs that make up the local authority within the 25% most deprived of the country. This is reflected by comparatively a high proportion of people suffering from LLTI. Indeed, 25440 people in the borough have a LLTI, and they tend to live in the wards of Castlefields, Windmill Hill and Halton Lea. Moreover, Halton has a significantly high number of people claiming IB and SDA benefits (c 10,000).

6.2 The Geography of Worklessness

There is clear evidence that the more general borough wide approach towards unemployment has produced real progress. However, there is now a clear need to now focus on those areas where unemployment and worklessness remains stubbornly high and where levels of worklessness are way above the borough average.

6.3 Missed Opportunities of existing public sector employment policy

As a creator and delivery of employment policies, the public sector have an important leading role to play in both creating policy, working as a partner and in actually putting in place progressive employment polices to deal with the issues. There is little evidence that the existing public sector partners have been as proactive as they could have been use there own organisations to recruit from areas of high unemployment and worklessness. Naturally there are concerns about how this would work within the context of legal recruitment practice – but

in many instances a small change in recruitment practice and organisational policy can improve the situation. For example, the employment team in Knowsley Council seems to be much involved in recruitment of council staff than its counterpart in Halton (Halton People into Jobs).

The public sector partners need to formally consider to what extent recruitment of local people can be improved.

6.4 Enterprise – a missing piece of the jigsaw

Over recent years Halton has invested a significant sum of money, most noticeably SRB, in developing start up businesses in a response to poor start up rate. However, there has been little linkage with business start up, particularly self employment, and what it may be able to do to help reduce unemployment and worklessness. Indeed, the government Local Enterprise Growth Initiative is very much predicated on this basis. However, there is a clear steer from government that enterprise should be seen as a key tool to address worklessness and there are examples of other areas that have enjoyed success by doing so. Halton needs to focus more on using enterprise within deprived areas and to help disadvantaged groups find employment.

6.5 Connecting People to jobs

For a number of years Halton Borough Council has been operating a Neighbourhood Travel Team to assist people to use public transport to access facilities (e.g. town centres), education, training and employment. This has been particularly successful in the education and training area but less so employment. More recently, through the accessibility work of the Local Transport Plan has it become clear that many of the employment areas of the Borough are not well connected with deprived neighbourhoods throughout the day, and particularly the evening. Traditional start and ends hours are often well provided, but many firms have moved away from such provision and therefore access to potential jobs has not been there. The Council is now actively looking at this issue and needs to work with employers and transport operators to devise solutions.

In addition, there needs to be a recognition that in some instances, it may be necessary to take jobs to the people if the people cannot get to the jobs –

- This will involve the development of small-scale workspace within deprived neighbourhoods.
- It must involve the use of widespread ICT so that people can learn, develop skills and work from home.

6.6 Key Principles for the Future

It is evident that there is a need to achieve a step change in employment related work if the level of worklessness in Halton is to be significantly reduced. The key elements in achieving this should include -

- ◆ A formal recognition that worklessness and not just JSA claimants should be the focus.
- ◆ Targeting will be necessary to achieve step change – both in terms of groupings and geography.
- ◆ To be effective, interventions will need to be holistic and personalised to individual peoples needs – this must involve a full range of partners all working together.
- ◆ Enterprise must be put at the heart of addressing worklessness.
- ◆ Connectivity with jobs must be improved
- ◆ More work needs to be done to address the basic skills gaps
- ◆ There is substantial scope for the voluntary sector to be developed in employment related activity, particularly social enterprise
- ◆ A stronger link needs to be made between investment opportunities and local labour market

6.7 Targets

By adopting these principles, it should be possible to make great progress to the targets within the Community Strategy, which in effect are the targets for this Employment Strategy to achieve, namely by 2011

Target	In Numbers
employment rate will be increased by 2%	From 68.5% to 70.5% Another 1,430 people into employment
economic inactivity will be reduced by 10%	From 26.1% (to 23.5%) Another 1,900 economically active.
reduce the number of adults without qualification by 15%	2,700 more people with at least level 1 or other qualifications
increase the number of adults qualified to level 2 by 25%	7,500 more people with at least level 2
ensure that the unemployment rate for any ward is less than 20% above the borough average.	Help 223 people into work in those wards where unemployment (JSA) rate is presently over 20% of the average

6.8 Key Actions and Monitoring

The following table sets out the key actions that should be pursued in seeking to achieve the above targets. They have been identified through the identification of service gaps: projects that achieve more and new projects stemming from best practice research.

The Employment Learning and Skills SSP must now drive the implementation of this plan. Monitoring will, to a certain extent, be problematical as many of the indicators are only measure annually. As such, it will need to monitor partners activity more locally to ensure actions are taking place and use the data observatory to provide more formal annual reports.

Action	Explanation	Lead
Action 1 Priority Geography	Those wards with the worst employment position should be targeted for additional support. In the first instance these would be Castlefields, Windmill Hill, Halton Lea, Kingsway, Riverside, Appleton and Grange. As these are addressed, the second tier (based on existing data) would be Ditton, Hough Green, Mersey, Norton South	ELS SSP
Action2 Develop outreach	Establish multi agency and partner outreach programmes within priority wards along the lines of Working in Neighbourhoods or Streets Ahead.	JCP/HBC (HPIJ)
Action 3 Top 100	Offer additional support to the top 100 workless households	
Action 4 Review HPIJ	Review the location and operation of Halton People into Jobs in light of action 2. This is a highly effective project but is it really accessible in existing premises?	HBC
Action 5 Jobs, Enterprise and Learning Shops	Consider the development of more accessible shop front type presence in key locations as an alternative first step for workless people. It would cover all issues including jobs, leaning and enterprise.	HBC
Action 6 Establish Target Groups	50+ (silver economy, economically inactive women, lone parents, young long term, Incapacity Benefit/disabled)	ELS SSP
Action 7 Preparation for Employment	Develop further pre-employment and customised training programmes in relation to target groups above. Particularly consider short/flexible work experience.	ELS SSP
Action 8 Public Sector	Public agencies to honestly challenge themselves as to how their recruitment policies and procedures effect recruitment of	HBC

Recruitment	local people. Benchmark against the best and use competencies as opposed to qualifications.	
Action 9 Public Procurement	Stimulate the creation of local vacancies through the development of a local purchasing initiative for public sector and business to business trading events	HBC
Action 10 Neighbourhood Travel	<ul style="list-style-type: none"> ➤ Accessibility Planning – use GIS to map out accessibility from most deprived wards and work with employers and transport companies to improve accessibility ➤ Train job advisers to be able to travel plan 	HBC
Action 11 Halton Enterprise Charter	<ul style="list-style-type: none"> ➤ Promotion of self employment as a realistic option through the development of an enterprise short course, Neuro Linguistic Programming technique (NLP), and employers as mentors. ➤ Deployment of enterprise advocates within priority wards. 	HBC (HPIJ)/College
Action 12 Social Enterprise	Develop support programme to offer advice and support for anyone considering starting up a social enterprise including the facilitation of a social enterprise local network.	HVA/HBC
Action 13 Workspace	Investigate the potential for developing small workspace with easy in/easy out terms within or accessible to priority wards.	HBC
Action 14 ICT and inclusion	Establish Task group of SSP to explore how to deliver more personal development and employment through the use of ICT	HBC
Action 15 Basic Skills	Deliver increased support for the development of basic skills for target wards and groups	College/HBC (ALT)
Action 16 New Investments	HBC to continue to give high priority to those programmes to help to create in and attract jobs to Halton such as the economic development zone, 3 MG, town centres and inward investment.	HBC
Action 17 Jobs summit & intelligence	The Job Summit is as an annual meeting to monitor performance and keep track of changes in local labour market and service provision. The findings to be published to aid schools, colleges and connexions understand where future jobs will be created and what skills will be required.	JCP
Action 18 ILM development	Build on the success of the ILMs that currently run within Halton with emphasis on the target groups – particularly long term young unemployed who can often fall between programmes.	JCP/HBC

Action 19 Employment for the Young	Extend the existing HBC Looked after children and care leavers Employment Initiative programme of providing placements/jobs and training to other public sector agencies and the private and voluntary sectors. Connexions and HPIJ to work collectively to find employment opportunities for young people NEET	HBC HBC (HPIJ)/Connexions
Action 20 Local Enterprise Growth Initiative.	Develop a LEGI partnership and bid, lead by the private sector, that seeks to change the culture in Halton from wanting to work for someone to a culture where self employment and enterprise is seen as a viable option.	HBC
Action 21 Pathways to Work	Commence roll out from October 2006	JCP/PCT
Action22 Employment PSA	Deliver target of assisting 125 people on Incapacity Benefit into employment – target group is those who have been on IB for 8 months or more.	HBC
Action 23 Skills PSA	Increase the he number of adults who gain a Skills for Life Level 1 or Level 2 qualification in Adult Literacy (and or Numeracy) or an ESOL Skills for Life national qualification at Entry Level 1, Entry Level 2, Entry Level 3, Level 1 or Level 2 going through Adult Learning Team programmes to 116	HBC (ALT)
Action 24 Business Engagement	Develop a task team to develop a co-ordinated approach to business engagement	HBC