



Notice of meeting of

Decision Session - Executive Leader

To: Councillor Waller (Executive Leader)

Date: Tuesday, 7 September 2010

Time: 4.15 pm

Venue: The Guildhall

AGENDA

Notice to Members – Calling In

Members are reminded that, should they wish to call in any item on this agenda, notice must be given to Democracy Support Group by:

10.00am on Monday 6 September 2010 if an item is called in before a decision is taken, or

4.00pm on Thursday 9 September 2010 if an item is called in after a decision has been taken.

Items called in will be considered by the Scrutiny Management Committee.

Written representations in respect of items on this agenda should be submitted to Democratic Services by 5.00pm on Friday 3 September 2010.

1. **Declarations of Interest**

At this point Members are asked to declare any personal or prejudicial interests they may have in the business on this agenda.

- 2. Minutes** (Pages 3 - 4)
To approve and sign the minutes of the meeting held on Tuesday 6 July 2010.

- 3. Public Participation**
At this point in the meeting, members of the public who have registered their wish to speak at the meeting can do so. The deadline for registering is **5:00pm on Monday 6 September 2010.**

Members of the public may register to speak on:-

- an item on the agenda;
- an issue within the Executive Member's remit;
- an item that has been published on the Information Log since the last session. Information reports are listed at the end of the agenda.

- 4. Future Prospects - Annual Report and Draft Business Plan** (Pages 5 - 58)

This report informs the Executive Leader of the outcome of the work of Future Prospects for the last year and gives an update on the preparation of a new Business Plan.

- 5. Core Funding to Voluntary Organisations 2011/2012** (Pages 59 - 64)

This report advises the Executive Leader of the applications received for financial support from the City Council's voluntary sector funding budget for 2011/2012.

- 6. Policing in the 21st Century: Reconnecting Police and the People** (Pages 65 - 82)

This report seeks the Executive Leader's response to the consultation paper released by the Home Office on 'Policing in the 21st Century: Reconnecting police and the people'

- 7. Update on Capable Guardian Scheme** (Pages 83 - 86)
This report updates the Executive Leader on the progress of the Capable Guardian scheme.

- 8. Urgent Business**
Any other business which the Chair considers urgent under the Local Government Act 1972

Information Reports

No information reports have been published on the Information Log for this session.

Democracy Officers

Catherine Clarke and Louise Cook (job share)

Contact details:

- Telephone – (01904) 551031
- Email catherine.clarke@york.gov.uk and louise.cook@york.gov.uk

(If contacting by email, please send to both Democracy officers named above).

For more information about any of the following please contact the Democracy Officer responsible for servicing this meeting:

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports

Contact details are set out above.

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Would you like to speak at this meeting?

If you would, you will need to:

- register by contacting the Democracy Officer (whose name and contact details can be found on the agenda for the meeting) **no later than 5.00 pm** on the last working day before the meeting;
- ensure that what you want to say speak relates to an item of business on the agenda or an issue which the committee has power to consider (speak to the Democracy Officer for advice on this);
- find out about the rules for public speaking from the Democracy Officer.

A leaflet on public participation is available on the Council's website or from Democratic Services by telephoning York (01904) 551088

Further information about what's being discussed at this meeting

All the reports which Members will be considering are available for viewing online on the Council's website. Alternatively, copies of individual reports or the full agenda are available from Democratic Services. Contact the Democracy Officer whose name and contact details are given on the agenda for the meeting. **Please note a small charge may be made for full copies of the agenda requested to cover administration costs.**

Access Arrangements

We will make every effort to make the meeting accessible to you. The meeting will usually be held in a wheelchair accessible venue with an induction hearing loop. We can provide the agenda or reports in large print, electronically (computer disk or by email), in Braille or on audio tape. Some formats will take longer than others so please give as much notice as possible (at least 48 hours for Braille or audio tape).

If you have any further access requirements such as parking close-by or a sign language interpreter then please let us know. Contact the Democracy Officer whose name and contact details are given on the order of business for the meeting.

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Holding the Executive to Account

The majority of councillors are not appointed to the Executive (40 out of 47). Any 3 non-Executive councillors can 'call-in' an item of business from a published Executive (or Executive Member Decision Session) agenda. The Executive will still discuss the 'called in' business on the published date and will set out its views for consideration by a specially convened Scrutiny Management Committee (SMC). That SMC meeting will then make its recommendations to the next scheduled Executive meeting in the following week, where a final decision on the 'called-in' business will be made.

Scrutiny Committees

The purpose of all scrutiny and ad-hoc scrutiny committees appointed by the Council is to:

- Monitor the performance and effectiveness of services;
- Review existing policies and assist in the development of new ones, as necessary; and
- Monitor best value continuous service improvement plans

Who Gets Agenda and Reports for our Meetings?

- Councillors get copies of all agenda and reports for the committees to which they are appointed by the Council;
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City of York Council

Committee Minutes

MEETING	DECISION SESSION - EXECUTIVE LEADER
DATE	6 JULY 2010
PRESENT	COUNCILLOR WALLER (EXECUTIVE MEMBER)

1. DECLARATIONS OF INTEREST

The Executive Leader was invited to declare at this point in the meeting any personal or prejudicial interest he might have in the business on the agenda. He confirmed he had none.

2. MINUTES

RESOLVED: That the minutes of the last meeting of the Decision Session of the Executive Leader, held on 6 April 2010, be approved and signed by the Executive Leader as a correct record.

3. PUBLIC PARTICIPATION

It was reported that there had been no registrations to speak at the meeting under the Council's Public Participation Scheme.

4. EVALUATION OF THE KINGSWAY WEST ACTION PROJECT

The Executive Leader considered a report which informed him of the results of the evaluation of the Kingsway West Area Action Project (KWAAP) and the lessons learned to roll out similar projects to other small areas.

Officers gave a brief update and confirmed that the work they had done with Future Prospects had been central to the success of the project. The Executive Leader noted the successful working partnerships and commended officers and Cllr Sue Galloway on the work they had done on this project.

Officers discussed the KWAAP and Westfield Group and the Executive Leader stated that the Chapelfields Community Committee were keen for the Westfield area to be involved in the project. The Leader suggested a summary be prepared to demonstrate to the Westfield Group what the KWAAP had achieved with a diminutive budget.¹

RESOLVED: That the Executive Leader noted:

- i) the contents of the report including the recommendations from the independent evaluation of the Kingsway West Area Action Project.
- ii) The key findings listed in the report under paragraph 32.

RESOLVED: That the Executive Leader agrees that the findings of the evaluation report be:

- i) used to inform future work targeting the regeneration of geographical areas of identified need
- ii) shared with the Directorate of Communities and Neighbourhoods to inform their review of the delivery of street level services and areas based working.
- iii) Reported to the Local Strategic Partnership board for information and to stimulate debate on partnership working in geographical areas of identified need.

Reason: To share the major findings from the independently evaluated pilot action project in order to inform work targeting the regeneration of geographical areas of identified need.

Action Required

Prepare a summary showing what KWAAP had achieved TA

Cllr Waller, Executive Leader

[The meeting started at 4.15 pm and finished at 4.20 pm].



Decision Session - Executive Leader**7th September 2010**

Report of the Director of City Strategy

Future Prospects – Annual Report and Draft Business Plan**Summary**

1. To advise the Executive Leader of the outcome of the work of Future Prospects for last year and update on the preparation of a new Business Plan to take forward this service.

Background

2. Future Prospects (FP) is the client focused information advice and guidance (IAG) and skills development offer in York since 1992. It is the only agency in York to provide an all age IAG service, and the only organisation in the UK to have received two Excellence Awards through the matrix quality standard for IAG. Since 1992, Future Prospects has provided a range of services and opportunities from both its city centre premises, and through outreach (in partnership with many statutory and voluntary organisations) in local communities identified as in most need of their support. As a provider of choice for York, Future Prospects has an excellent reputation with both those using the service, and the wide range of referral professionals and organisations who see FP playing a key role in supporting both individuals and businesses in meeting the challenge of social and economic inclusion.
3. As a holistic service its aim to address the practical barriers to getting a job. Services such as financial healthchecks, various skills assessments, IT qualifications, employability skills, workplace resilience training, access to resources, and up to date labour market information help customers navigate through their individual journey. By offering the service under one roof, it is able to help people return to work more quickly, with qualified and expert Advisers who can support people with challenging and complex needs. Other agency services are also incorporated under the Future Prospects umbrella in order to maximise the impact for customers: these include a counselling service, skills for life and ESOL assessments, and can provide accredited bitesize qualifications.
4. The Annual Report outlining the work of Future Prospects for the last year is attached. Key headline outcomes for the past year are:
 - 308 individuals gained paid employment - £523k benefits savings

- 99 disabled people got jobs- £870k benefits savings
 - 54 young people got jobs- £182.5 k benefits savings
 - 5484 went into training and learning- 40% into accredited training at level 1 and 2
 - In depth advice to 8136 individuals
 - 1033 drop in advice sessions and 83 tasters across 13 venues across the community.
 - 2384 attended employability skills workshops
 - 68,523 visitors to the Future Prospects website
 - Top 4 referral sources- friend/colleague, website, jobcentreplus, and health professionals
 - 99% customer satisfaction rate
 - 176 individuals gained an entry level or level 1 qualification through the on site Open College Network provision.
 - 90% of clients choose face to face access as their preferred way of using the service
5. The Annual Report also highlights the return on investment in this service in order to deliver value for money in support of the commitment to economic inclusion. Future Prospects work with 70% of the unemployed people in York on Job Seekers Allowance and 29% of those on Employment and Support Allowance/Incapacity Benefit. In terms of impact on the local economy, in the last year Future Prospects achieved:
- £2.78 million of additional revenue into York through jobs gained (based on minimum wage and average of 30 hours a week employment)
 - £57k of extra income flowing into the Westfield and Clifton area through benefits uptake
 - £90k of extra income from benefits maximisation through city based service
 - £1.57 million in annual benefits savings through moving people off benefits and into paid work

One particular project with a contract value of £25k, saw a return on investment value of £176k benefits savings, £260k in wages- a net difference of £85k flowing into the economy.

6. Future Prospects was created as a public sector partnership, initially hosted by York College. Staff transferred to the City of York Council in 2003 and more recently in March 2010 the partnership arrangements with York College were ended so that now the service is managed through the economic development service of the City Strategy Directorate. A new business plan is being prepared to guide the ongoing work of Future Prospects in a time of considerable change in the provision of information, advice and guidance services. An initial draft is attached for information.

Consultation

7. At present, only internal officer consultation has taken place regarding the annual report and draft business plan for Future Prospects.

Options

8. The options for the Executive Leader to consider are to agree to the annual report or not to do so. With regard to the draft business plan, this is provided for information at present and so comments are invited. Further consideration of the service will be made through ongoing service and budget reviews.

Corporate Priorities

9. Future Prospects is an important means for delivering the strategic objectives set out in both the Sustainable Community Strategy and Corporate Plan with respect to economic inclusion.

Implications

10. This report has the following implications:
 - **Financial:** The Council's current commitment to Future Prospects is approximately £165k towards an organisation with a turnover of approximately £800k. The changing relationship with York College and programmes to support economic inclusion have had a significant impact on Future Prospects. A significant deficit resulted in 2009/10 which has been covered by reserves. This has led to a major recovery plan for the organisation being implemented. There remains uncertainty over funding programmes. The level of support from the Council toward Future Prospects in 2011/12 onwards will need to be considered as part of the review of all services with the Directorate and the budget setting process.
 - **Human Resources (HR):** A restructure of staffing is underway following the Council's agreed HR policies and procedures.
 - **Equalities:** The Annual Report highlights the commitment to address economic inclusion.
 - **Legal:** Historically, through its partnership arrangements Future Prospects has had no clear legal constitutional status. Effectively, since the ending of the management arrangements with York College it is now part of the Council's economic development service.
 - **Crime and Disorder:** There are no Crime and Disorder implications for the Council.
 - **Information Technology (IT):** There are no IT implications for the Council.
 - **Property:** The Council has taken the lease of the premises at 24 Swinegate occupied by Future Prospects. A number of short term break clauses have been negotiated so that this can be kept under close review given the uncertainties of funding.
 - **Other:** Nil

Risk Management

11. Previous Internal Audit reports have highlighted the risk through the uncertain legal status attached to Future Prospects. This is addressed above. Additional significant risks relate to the uncertainties of funding to support the current levels of turnover. These are being kept under close review, and will be considered further through the Council's budget setting process.

Recommendation

12. It is recommended that:
- i. the Executive Leader approves the Annual report for Future Prospects.
 - ii. the Executive Leader notes and provides comments on the draft Business Plan for Future Prospects so that these can be taken into consideration.

Reason: To support the economic objectives set out in the Sustainable Community Strategy and Corporate Strategy.

Contact Details

Author:

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Chief Officer Responsible for the report:

Bill Woolley
Director of City Strategy and Deputy Chief
Executive

Report Approved



Date 23 August 2010

Specialist Implications Officer(s)

Finance – Patrick Looker
HR – Sue Foley

Wards Affected:

All

For further information please contact the author of the report.

Background Papers: None

Annexes:

Annex 1 – Future Prospects Annual Report

Annex 2 – Future Prospects Draft Business Plan

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Future Prospects

Annual Report

2009-2010



**Future Prospects
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1. Introduction

Future Prospects has continued to offer a quality and universal IAG service during the year 2009-2010. We have offered a fully responsive service- meeting the challenges of the local economy through ensuring excellent partnership work with key stakeholders across the city all aimed at supporting local people back into learning and work at a time when skills and jobs are critical to our national economic recovery.

This year has seen us delivery a range of redundancy and transitional support to a wide variety of businesses across the sub region. Our reputation for responsive and quality delivery has grown further.

The public sector is a challenging arena to deliver front line services, and Future Prospects is no exception to this. We find ourselves constantly responding to the challenge of continuous improvement- identifying creativity and innovation in order to make funding go further.

This year has seen us develop and strengthen our internal relationship with within City of York Council, as well as continue to work actively and in partnership with key external stakeholder and contracting bodies.

Future Prospects have been busy across the city- ensuring that services are demand led and inclusive. Our work at a strategic level ensures that key influencers and decision makers are aware of improvements and innovation that we are involved in, and that we are able to promote economic inclusion as a vital cross cutting strand across various local strategies such as Adult Skills, Economic Inclusion, NEET, and others.

Changes to the public funding landscape affect both the people coming to use our service and the service capacity itself. Now, more than ever partnership work is critical to ensure the local economy is able to grow and develop. Most local organisations are having to do more with less- which means developing more robust and effective networks.

This year, our Annual Report has a new look, to go with the new challenges of the present and the future. Hopefully, the full extent of our work will be more clearly revealed- with the benefits to the city in the form of return on investment at the forefront of the report. Key amongst this is the work Future Prospects does to contribute to the targets set for the Local Area Agreement, and the ultimate goals of the Without Walls Partnership.

2. Key contact headlines

- 308 individuals gained paid employment £523k benefits savings
- 99 disabled people got jobs- £870k benefits savings
- 54 young people got jobs- £182.5 k benefits savings
- 5484 went into training and learning- 40% into accredited training at level 1 and 2
- We delivered in depth advice to 8136 individuals
- We delivered 1033 drop in advice sessions and 83 tasters across 13 venues across the community.
- 2384 attended our employability skills workshops
- 68,523 visitors to our website
- The biggest single barrier to work this year has been redundancy at 21%
- The combined biggest barrier to work continues to be disabilities and health problems
- Top 4 referral sources- friend/colleague, website, jobcentreplus, and health professionals
- 99% customer satisfaction rate
- 176 individuals gained a entry level or level 1 qualification through our on site OCN provision.
- 90% of our clients choose face to face access as their preferred way of using the service

3. Return on Investment

Future Prospects delivers value for money. Our commitment to economic inclusion for all contributes greatly to the local economy. We are working with 70% of the unemployed people in York on JSA and 29% of those on ESA/ ICB.

This year we achieved:

- £2.78 million of additional revenue into York through jobs gained (based on minimum wage and average of 30 hours a week employment)
- £57k of extra income flowing into the Westfield and Clifton area through benefits uptake
- £90k of extra income from benefits maximisation through city based service
- £1.57 million in annual benefits savings through moving people off benefits and into paid work

4. Our Service

Future Prospects offers a free Learning and Work Advice, and Skills Development Service to all in York aged 16 and upwards,

The service is free from eligibility and offers a no wrong door approach. Our advice and guidance offer is holistic, and is inclusive of benefits, funding ,housing, skills for life, counselling and IT assessments.

Our main role is to support people through IAG to improve key employability skills- whether it's the actual process of applying for a job, the interpersonal skills and strategies required to gain paid employment, and the ability to retain the job once in it.

Our blended service offers an opportunity for intensive jobsearch support, the opportunity to gain accredited qualifications in both vocational and employability skills, through both group and 1-2-1 provision.

Having a public fronted service draws people in, and encourages all residents to make use of a service that can be tailored to their specific needs. Having a variety of services under one roof encourages clients to progress more quickly and effectively, and Future Prospects play the key role of navigator. This role is crucial, as for some clients using the service their journey to work is complex and needs a more targeted and intensive approach.

With drop in and 1-2-1 advice available- we have no waiting times or complex referral process. Customers are able to get instant access to our service.

Future Prospects are a provider of choice, and our success with under represented groups is a result of a service that is not mandated. This encourages multi agency work with statutory bodies such as JCP who require a service that has access to the hard to reach, but is not directly able to meet the needs of those furthest from the labour market. The work that Future Prospects does is vital to supporting people back to work.

Our service has evolved through customer needs being identified and fed back into service improvement, as well as reflecting the changing nature of employability. Our workshop programme reflects the key skills people need to develop to fully participate in the labour market:

- Local Labour market information about a wide range of sectors
- CV, applications and interview skills
- Online applications and internet based jobsearch
- Access to internet and paper based resources for independent or supported jobsearch
- Access to vacancies from JCP, recruitment agencies and a variety of local employers
- Personal self development strategies to support job retention and workplace resilience
- IT screening, structured IT courses, and weekly drop in
- Skills accounts and skills diagnostics

Weekly Footfall through service

- 165 through the Information Shop
- 50 through our jobsearch area
- 32 through workshop provision
- 20 through IT assessment and IT drop in
- 7 through Skills for Life Assessment

Customer Inclusion

Future Prospects is committed to inclusion of access, offering a wide range of access times, and a service tailored to meet the needs of customers from a variety of backgrounds and culture.

By having a team of specialist advisers, we are able to feed customer comments back into our service planning- ensuring we are always striving for improvement. Our advisers have extensive experience in supporting the most vulnerable jobseekers;

- lone parents
- those with disabilities and health problems,
- older workers,
- BAME groups,
- graduates,
- young NEETs,
- offenders,
- long term workless,
- those with learning difficulties or low skills,
- those on a low income,

Our city centre premises are fully accessible, with a range of disability resources and additional support available to anyone who requires it.

5. Funding 2009-2010

Future Prospects has a range of funding streams gained through open and competitive tendering processes. We mostly deliver our services in the local York and district area, but have delivered across North Yorkshire also.

Funding can range between 6 months and 3 years, and is payment by results only.

We also receive a core contribution from City of York Council, who invest in our service as part of it's commitment to economic inclusion for all.

Future Prospects has long standing partnership arrangement with York College and City of York Council's Adult and Community Education to deliver a funded enrolment service for the city's adult education offer.

DWP/ESF Initial Steps

This is a structured project aimed at unemployed people looking to get back to work, but need additional support to get there. Through structured jobsearch activity, we enable progression to paid work within a short timescale. A third of the clients work with a further provider under the ESVR programme which deliver a learning brokerage and funding service for those requiring access to further vocational training.

LSC/ESF Adult Engagement

This project is delivered in partnership with Our Celebration and Peasholme Resettlement Centre- offering those aged 19+ and furthest from the labour market with low confidence and mental health issues an opportunity to connect with a recovery focused service and build capacity for work. We deliver employability and workplace resilience courses, supporting customers into further positive work focused activity throughout the programme.

LSC/ESF Skills for Jobs

This project is targeted at jobseekers aged 20+ who need to undertake some short vocational training in order to move back into the workplace, and for those closer to the labour market

LSC/ESF Towards Employment

Working with offenders, this project involves a smooth partnership arrangement between North Yorkshire Probation Service and York College. The aim of activity is delivering accredited training in employability skills and supporting advice around disclosure.

NIACE Transformation Fund

A community wide project, we connected with providers of informal learning to showcase to local communities the value of engagement and the opportunities to get involved in voluntary activities over a six month period

LSC Nextstep

The national face to face IAG service for aged 20 and above, we have been a delivery partner since 2004. The offer has changed radically in this time, and is mainly a front end service for basic information and advice, with guidance available to customers with qualifications below level 2, those at risk of redundancy and 18 year old referred from Jobcentreplus. This offer is delivered to a wide range of customer groups through both our city centre premises and community settings.

LSC Young Parents Learning

Originally a pilot in York, this year has seen us deliver the programme for York and North Yorkshire. Aimed at 16-19 year old NEETs who are parents or parents to be, this programme offers accredited level 1 learning, and progression to other mainstream programmes.

Workstep

This is a JCP programme delivered in partnership with Remploy. Aimed at disabled jobseekers who are seeking paid work of 16 hours a week or more, we offer structured and intensive activity to progress and sustain people into employment.

City of York Council- One City

Our targeted community work in Westfield, Foxwood, and Clifton has yielded huge dividends for the community in terms of service delivery, multi agency work and income, jobs and training into these local areas.

City of York Council- Local Area Agreement Delivery Fund

We work in partnership with the Salvation Army to deliver the 'Futures Project', an employability skills and catering work placement programme aimed at those with mental health issues claiming out of work benefits. This project has shown the importance of the journey to work for those who are hardest to connect to employment - the confidence boost that updating skills can give, not to mention vocational and transferable skills to take into the local labour market.

City of York Council- Adult and Community Education ICT in the Community

The importance of IT skills, both in the workplace and as a tool of employability are key to the delivery of this project. By offering bitesize and engagement learning, we are able to improve job prospects and increase progression into higher level courses.

City of York Council- Learning Disability Employment Service

This year saw the end of our funded Supported Employment service which we offered from 2006. This project supported people with mild to moderate learning disabilities into part and full time employment or voluntary opportunities. In a 3 year period we saw 252 clients- with 59 going into paid work, 140 into voluntary opportunities and 375 learning place were taken up.

LSC Train to Gain

Working in partnership with North Yorkshire Learning Consortium, we have worked on site with Tangerine to provide accredited ESOL provision to new and existing employees.

Her Majesty's Court Service

As a provider with a positive reputation for supporting offenders into employment, we were chosen to run a pilot which aims at early intervention in offending behaviour, with the objective of moving people into advice and work. This is a court based service, aimed at engaging those who have not made the connection to offending behaviour and worklessness.

LSC Response To Redundancy

This has been a large and ongoing project, enabling us to support those redundant or at risk of redundancy in York and North Yorkshire to identify their next steps and connect them with the local labour market

Key Stage 2 Pathfinder

This project has enabled us to work alongside Connexions with parents of key stage 2 children in targeted local communities to raise aspiration and provide practical support to move back into learning and work.

The financial out-turn for Future Prospects for this year can be summarised as follows:

	000s
Income:	
Core Funding	165
Contract Income	486
Total income	651
Expenditure:	
Staffing	676
Premises	62
Supplies and services	54
Total expenditure	792
Deficit:	141
Reserve movement:	
B/fwd	388
Deficit for current year	141
C/fwd	247

6. Future Prospects in Partnership

Future Prospects has partnership work at the heart of our service, and the range of networks includes community and private sector. These are some highlights from this year's activity.

Health and Worklessness

Future Prospects has always worked in partnership across the city and beyond, delivering innovation and progress to a wide range of service users. Here are some highlights from the financial year 2009- 2010

As well as finding a job, retaining employment can require the right support package for some customers with health needs or disabilities. Health inequality and worklessness are different sides of the same coin, so it is important to get the right package in place to support people.

We work in partnership with Remploy to ensure that Future Prospects clients can benefit from National Employer Agreements, designed to widen the recruitment and selection phase to accommodate candidates with a disability. We have supported 25 of our Workstep clients into paid employment, some through guaranteed interview schemes with Royal Mail, Asda, and Sainsbury.

Those coming through Workstep are committed to finding paid employment of 16 hours a week or more, moving them off benefits once they are successful. Working with JCP to promote work trials to employers has enabled organisations to be more aware of the financial incentives on offer when considering recruitment of longer term unemployed people

Work and Wellbeing

Work and wellbeing is a key part of economic inclusion, particularly as both sickness absence and worklessness is estimated to cost the UK £100 billion a year.

The economic downturn has put further pressures on existing workforce, and building resilience to remain in the workplace is a crucial employability skill. We have supported organisations beyond the immediate redundancy phase to support employees through the 'survivor syndrome'. This involves upskilling workers to identify strategies and activity which can enable them to feel more engaged.

Our biggest success is with the East Coast Mainline Companies- working alongside the Union Learning Representatives from the TSSA (Transport Salaried Staffs' Association) Traditionally the rail and associated infrastructure sector is subject to constant change, and there have been takeovers and redundancies in the last year. York is the Headquarters for many rail companies, and the sector has a Safety Plan which ties in with corporate aims to improve employer wellbeing and attendance at work. As an impartial service, Future Prospects has run taster sessions to help employees remain engaged with changing priorities in the workplace.

Diversity

The presence of international students and spouses at our local HEIs, and a fluctuating migrant population has led to a growing diverse population in York, and the availability of tourism and hospitality jobs support that growth. As part of the NIACE Transformation Fund, we worked with local organisation Explore Media to support Black, Asian, and minority ethnic groups to access to digital inclusion, culminating in a film sharing their experiences of living and studying in York.

Redundancy, outplacement, and the local labour market

Future Prospects have delivered extensive redundancy support throughout York, North Yorkshire and West Yorkshire this last year. We act as a local portal for residents and employers to find out what their options are.

Through our partnership with Leeds City College under the Response to Redundancy banner, we have been into 24 workplaces across North and West Yorkshire delivering advice, skills analysis and holistic support to people. 1300 people have come through Future Prospects as individuals at risk of redundancy, and we are able to give them update to date information and advice around vacancies, employability skills training, financial assessment and ongoing support to find work.

Communities

We have been lucky enough to be a key player in a number of exciting and innovative community based projects this year, with funding and vision that has allowed us to enhance our established community presence. We have worked in partnership with 41 organisations and improved the local communities access to informal learning, training, advice, support services, financial inclusion and employment.

7. How Future Prospects meets York’s National and Local Indicators

Healthy City

<p>LI 3</p>	<p>HCOP1.1 Reduce health inequalities within the local area, by narrowing the gap in all- age, all cause mortality</p>	<p>Future Prospects has delivered to targeted communities across the city, increasing income through supporting people back into work and raising income through ensuring benefits maximisation, and supporting applications to charities and grants</p> <p>Our supported employment service ensures economic inclusion for jobseekers with health problems and disabilities by supporting people back into paid employment and up skilling those with low skills and confidence. We also work with employers and other key</p>
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		stakeholders like JCP and Remploy to increase economic opportunities for those furthest from the labour market due to disability
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Inclusive City

NI 4	% of people who feel they can influence decisions in their locality	Future Prospects works with Residents Committees within communities, encouraging people to get involved and shape their local area. Our work in Westfield under the One City banner has directly helped regenerate neighbourhood participation and improve local services
NI 6	Participation in regular volunteering	Future Prospects have supported people into volunteering and structured work placements, helping people to build their confidence and social skills for work
NI 116	Proportion of children in poverty	Through our presence within Children's Centres, we are helping parents on low incomes reconnect with work and learning, helping them to navigate and make positive change. We support clients who have come through JCP programmes aimed at lone parents
NI 54	Services for disabled children	As the only all age IAG service, Future Prospects is able to offer transitional support to young disabled people to identify pathways to paid work and employability skills training with internships attached. We work closely with colleges and providers to ensure inclusion for young people. We work in partnership with other organisations involved in moving the Valuing Employment agenda forward, and are actively working together with CYC's on the new Workforce Plan, enabling the public sector to be more inclusive to disabled young people seeking work

Learning City

NI 81	Inequality gap in the achievement of a level 3 qualification by the age of 19	Our delivery of level 1 provision to young people aged 16-19 increases their transition rates to level 3 courses at FE college. The majority move on to full time level 2 and 3 provision.
NI 117	16-18 year olds who are NEET	Future Prospects is extremely successful with NEET young parents- 39 came through our

		programme in 09/10 and achieved a level 1 qualification The majority of those young people have no previous qualifications when they first make contact
NI 163	Working age population qualified to at least NVQ Level 2	Through delivery of short accredited courses we increase our clients range and level of qualifications. Our IT provision contains a learning offer at Level 2. We have supported 2193 people into accredited qualifications at Level 1 and 2
NI 164	Working age population qualified to at least NVQ Level 3	Our universal IAG service offers a full range of support to those seeking retraining, along side advice around funding opportunities

Safer City

NI 19	Rate of proven reoffending by young offenders	Future Prospects was asked by Her Majesty's Court Service to pilot a courts based Problem Solving for offenders programme. We are currently working with 28 offenders and none have reoffended at this time
NI 30	Re- offending rate of prolific and priority offenders	Future Prospects offer a successful targeted service to those engaged in offending behaviour to get back into work. We operate a weekly advice service in York Probation Service, and all jobseekers in the Bail Hostel are connected with our service offer

Sustainable City

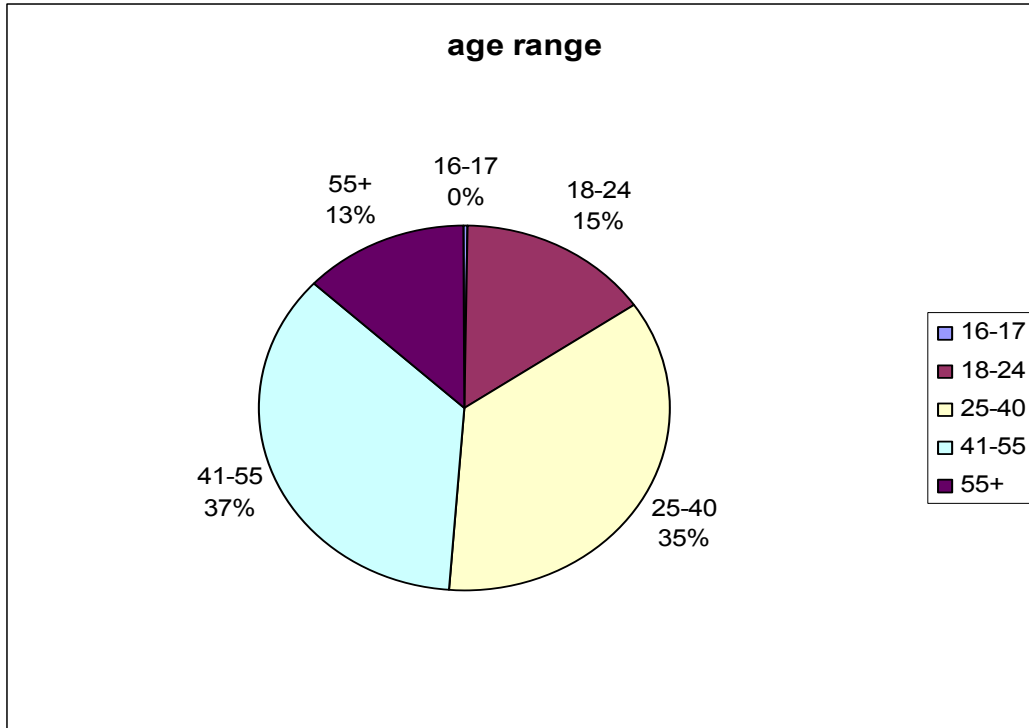
NI 187	Tackling fuel poverty	Our income maximisation programme works in partnership with Hotspots and we have helped residents across the city to increase their income in order to meet their basic needs
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Thriving City

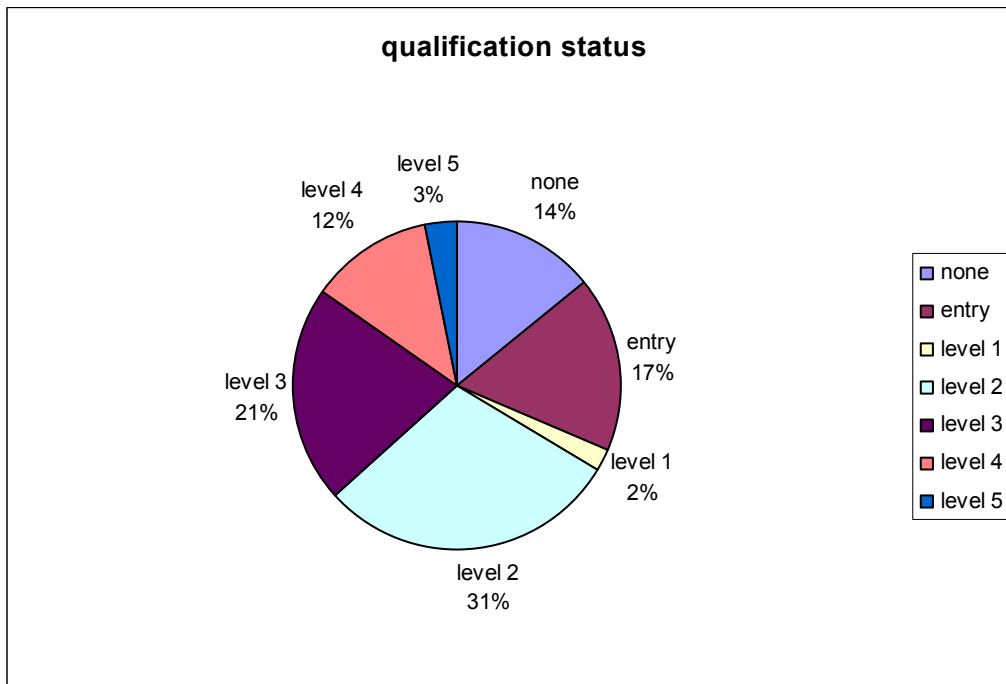
NI 152	Working age people on out of work benefits	Our goal is to move people into at least 16 hours a week of paid employment. One of our projects that works specifically to these aims is Futures- a collaboration between Future Prospects and the Salvation Army. Clients with barriers to work are supported through employability skills training, a 16 week catering placement, and into paid
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		work as an outcome. 16 people have successfully completed the programme so far.
NI 165	Working age population qualified to at least NVQ level 4	We have a co located service with Higher York, enabling IAG and funding information to be accessible to those wanting to gain higher level skills. We are particularly successful at supporting adults into part time HE opportunities
NI 166	Average earnings of employees in the area	Our universal IAG service is open to all unemployed and employed people, and our wide variety of clients move on to jobs from entry level to executive positions. Our flexible offer ensures people can get the right support for them to enable progress into a wide range of employment, thus boosting earnings in the local area. It is important for working people to identify opportunities to boost career prospects and income. Our contribution to the city's income is achieved through supporting customers back to work- saving benefits and increasing disposable income back into the local economy.

8. Statistical analysis of customer data

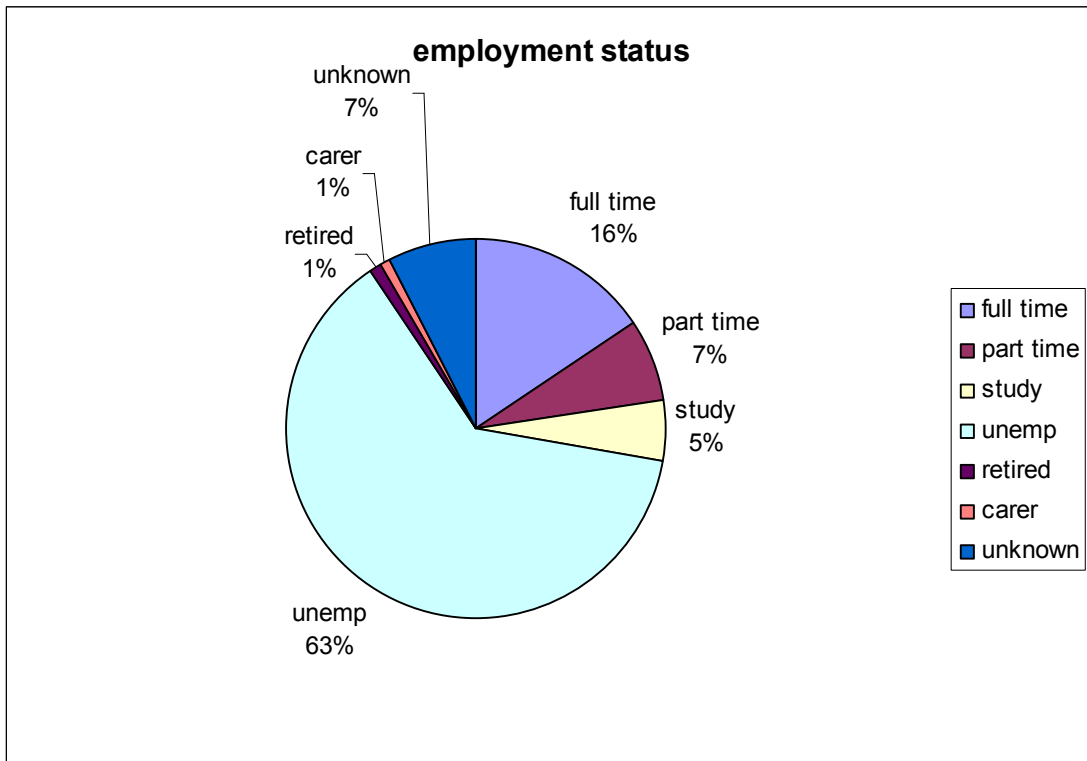


- 37% of our customers are aged between 41-55, now the biggest customer group for 2 consecutive years. This age bracket has the highest levels of redundancy.
- There is a greater demand from service users that are vulnerable in the labour market once redundancy has occurred, and the 41-55 year old age group often has a further distance to travel to get back into work

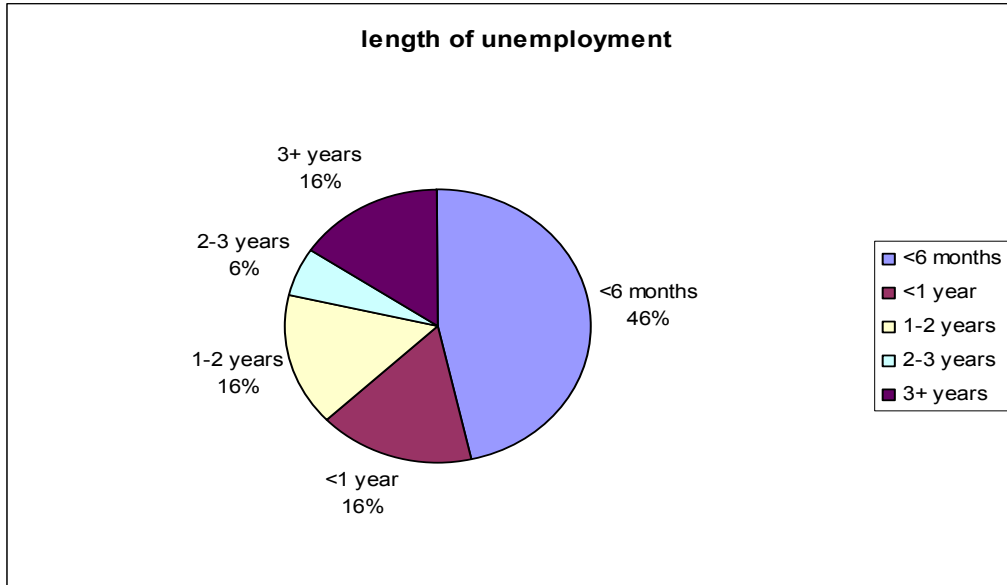


- Generally, our statistics correlate with NOMIS information that states that the majority of people in York have at least a level 2 qualification

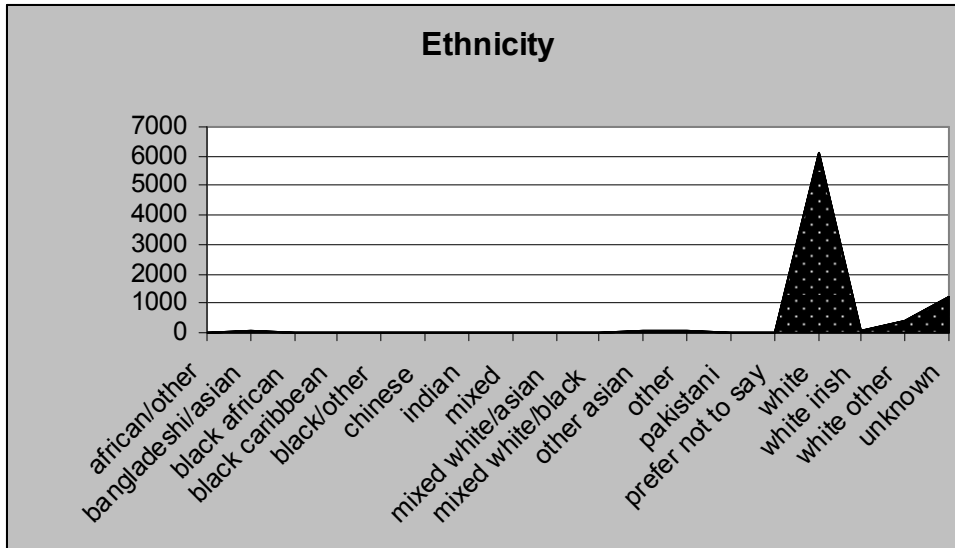
- Low or unqualified service users actually represent 33%, reminding us that York does have significant pockets of residents who struggle to compete in the labour market



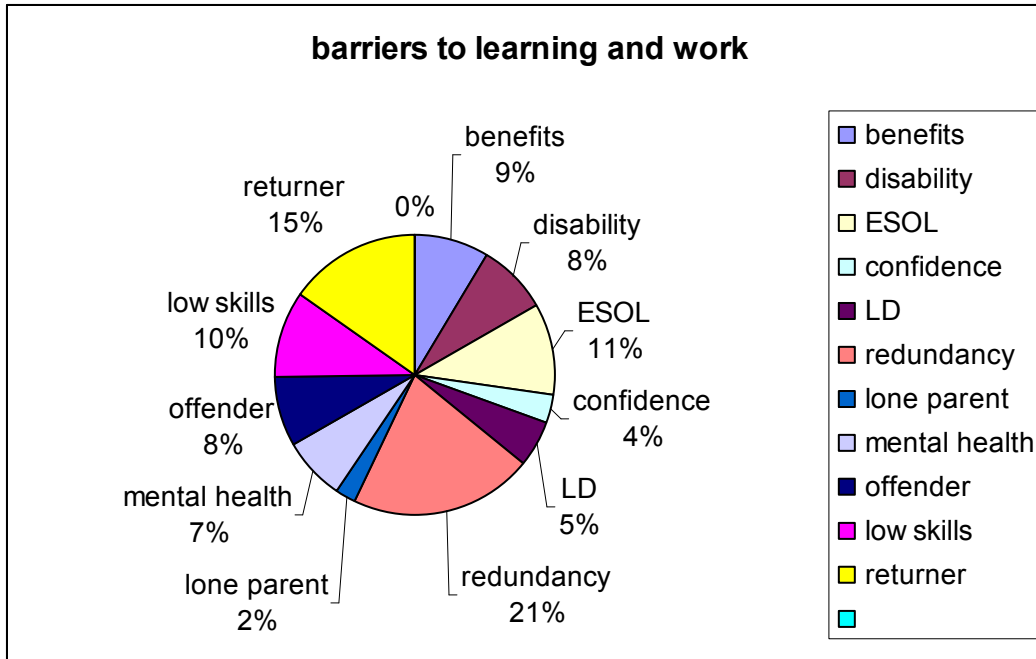
- 23% of those Future Prospects are in paid employment, demonstrating how useful we are to support movement through the employment life cycle- helping people to upskill, identify promotional opportunities and raise income levels
- 70% of those coming through the service are workless, the highest proportion we have ever seen.



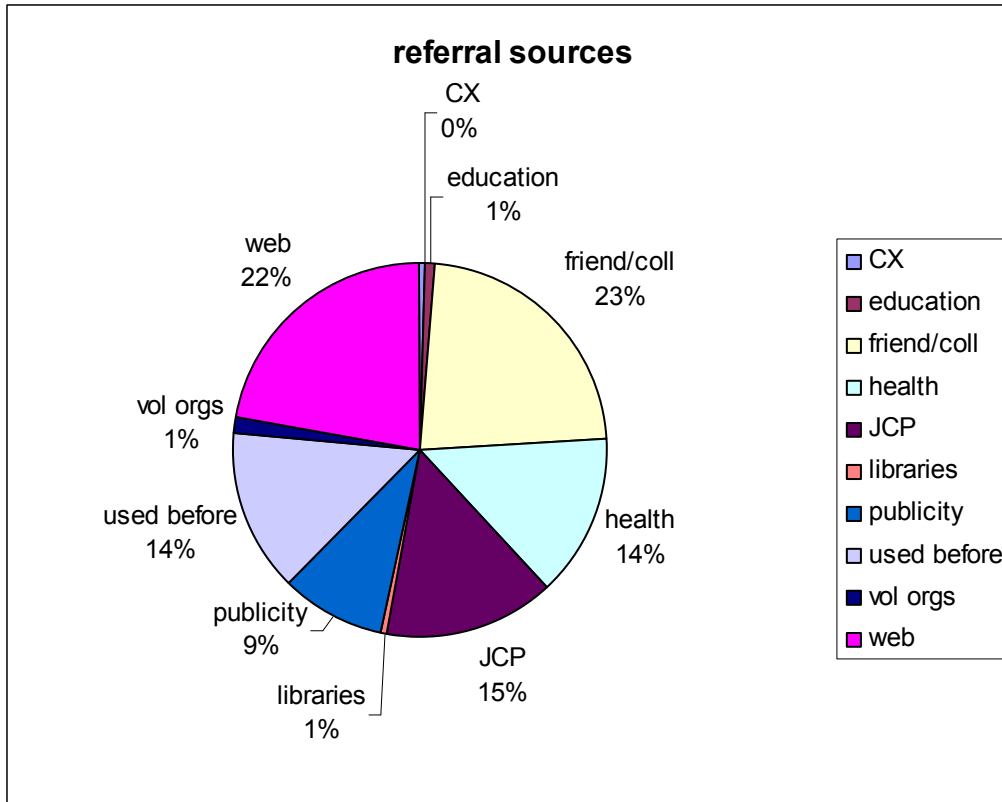
- Nearly half our customers who are unemployed have been for 6 months or less. A significant proportion of our clients- 16%, have been unemployed for 3 years or more
- Although our length of unemployment stats correlate with in flow and out flow of unemployment rates locally, a significant number of clients are finding it takes longer to find a job in the current climate
- There appears to be consistent levels of unemployment between 1 and 2 years. This usually drops off in the second year, revealing that people are taking longer to find a job whilst on active benefits.



- Over a quarter of service users at FP are from BAME groups, with a high proportion from ESOL backgrounds. Again, our commitment to a tailored service to meet the diverse needs of our local communities is vital for economic and social integration
- The last few years have seen a sharp rise in White other- demonstrating the rise in EU Migrant workers. This year there has been a rise of customer from non white groups. Feedback from this customer group indicates that York is seen as a desirable location to both live and work due to the tourism and hospitality trade.



- Biggest growing customer groups, those returning to work, those made redundant and ex offenders
- Redundancy is still a key factor within the city- with increased competition for fewer jobs. A key growth area this year is those returning to work. This may be because those who caring for families are forced back into the labour market to supplement reduced family incomes through job losses through redundancy.
- Combined barriers of health and disability still remain the biggest barrier to work, which is consistent with all other years of analysis. This trend suggests that mainstream services still do not fully meet the needs of disabled jobseekers.
- Offenders continue to be a growth area for Future Prospects, and our credibility with both professionals and customers in this sector continues to increase.
- 10% of customers state that finance and benefits are the primary reason for seeking advice- a rise of 6% on last year. This is consistent with the rise in redundancies, as financial advice is critical to those finding themselves out of work with little notice.



- Word of mouth is still a hugely successful way of attracting people to the service, and is the best indicator of the value of our service that customers are recommending us to others, and are coming back to see us when their circumstances change.
- We also have a strong relationship with Jobcentreplus, which has increased referrals further at a time when there has been greater focus on the role and remit of JCP.
- We continue to be highly valued by health professionals who refer to Future Prospects as a ‘non clinical’ prescription. Current studies indicate that work is more effective than drug treatment and therapy for those with mental health issues.
- Our website has also increased in hits, and our Facebook page has allowed us to reach a wider audience to market our services to jobseekers. Social networking sites continue to be a growth area for jobseeking.

9. Future Prospects- Workforce profile

A diverse workforce profile is a key part of effective service delivery and excellent customer service. This year we had a 99% customer satisfaction rate. Our workforce profile is the most diverse within the City of York Council, and we meet the aims of the Single Corporate Equality Scheme and the Fairness and Inclusion Strategy 2009-2012.

We are represented within the Staff Equality Reference Group and have a lead in the City of York Council Workforce Plan.

How do we do it?

- Our staff team speak 8 community languages
- 9% of our staff have a disability (including a learning difficulty)
- 12.5 % of our staff are from a BAME background
- 16% of our staff are aged 16-24 years old
- 75% of our management team are female

Our staff team is made up of salaried employed staff with support from

- Students in placements from professional disciplines such as Occupational Therapy, Social Work, Advice and Guidance , Nursing and Counselling
- Work placements from HMP Askham Grange
- Young People on Trident Work Experience
- Young People on Administration work based learning programmes
- Young People on E2E placements

Our staff qualifications are varied:

- All advisers are qualified to Level 3, and 70% are qualified at Level 4- the professional standard for Careers Advisers
- Most advisers have additional qualifications that add breadth to our service- Occupational Therapy, Nursing, Social Work, CBT, Counselling, and Life Coaching, Human Resources, Teaching and Training, Systematic Instruction, Psychometric testing ,Management
- Membership of professional organisations and bodies- Institute of Careers Guidance, CIPD
- Up to date qualifications in Safeguarding Adults, Child Protection

10. What our customers say about us....

We run quarterly evaluation questionnaires in all aspects of our service so we can feed back into service planning. Over the years our opening hours, mode of delivery and course offer have been down to our recording or unmet needs and response to customer feedback

Here are some of the comments from this year's customers...

"I tried to follow your advice as best I could and you'll be pleased to know I was offered the job yesterday. So thank you again for taking so much trouble to put me on the right track. I shall retain your advice because it will also be helpful for me when I take up post. You will see that I have also emailed Lee, whose unflappable style I greatly admire. He managed to sort out a powerpoint presentation with me virtually at the 11th hour. I had resigned myself to just talking to the interview panel given that the pp was optional, but Lee's input meant that I was able to give a far more professional presentation, which in turn gave me confidence during the subsequent interview.

So thanks again both to you and all at Future Prospects. You are a fantastic organisation and such an asset to the area."

"After some years of doing voluntary and not doing paid work because of health problems, there were times when I thought I would never get a paid job. Now I am doing a part time paid job- Pauline helped me work out the calculation whether I would be better off in work with my benefits. Diane has been available at the end of the phone if I have any problems. Future Prospects really can change your life and provide you with support and encouragement when getting back to work"

" I really appreciate that both of you- Sue and Gemma have contributed to making this possible for me, and have helped me to change myself and my life to come- you have helped me unlock future possibilities and potential, by being patient, caring and humorous, believing in me, supporting me, opening my eyes.. making it possible...."

11. Case Study – Redundancy

Mr W was being made redundant from a leading building society after 29 years. As it is the only organisation he had ever worked in he was understandably worried about finding employment in another company.. As the latest 20 years of his employment had been within the IT sector he also felt his age was possibly against him and that as technology is a fast moving sector he may be at a disadvantage compared to younger newly qualified applicants.

The redundancy had come as a surprise to Mr W and he was struggling to come to terms with his situation, becoming despondent and unable to focus on career objectives, job searching etc. He had never needed a CV before and really felt he had limited skills to put on one, as with no idea of what type of jobs he was suited to, he was very vague about his capabilities.

An adviser from FP was asked to go on site and offer 1-21 advice and support to those facing redundancy and explain about any funding initiatives to help with training.

I met with Mr W, talked through how to set out a CV, identify transferable skills to match specific job specifications, effective jobsearching and explained that there was some funding available for short training courses through The Redundancy Service. I also suggested contacting local recruitment agencies for an idea of possible current vacancies for ideas of job requirements and salaries and to apply for a short temporary role initially to give him an insight into a new way of working.

Mr W then opened up, started talking about how he enjoyed the creative side of IT, had worked briefly on a website and that he had privately always hankered after being his own boss and having more personal input. I referred him to Business Link for details of free local seminars and reminded him to be proactive with existing personal contacts and networks, letting people know he would soon be available for advice and work.

Mr W thanked me for my advice and said he now felt clearer and more positive than he had for a few weeks.

The next day he emailed a draft version of his CV across, to which I replied with some slight suggested amendments which I felt would help sell himself more.

A few weeks later, Mr W emailed to say he had now been successful in gaining temporary work, and had started a web design course. He had also attended some business seminars and felt very confident in his future employability.

Case Study – Income Maximisation

A single man in his fifties approached the Welfare Benefits Income Maximisation drop in service in the Kingsway Action Project area. He had responded to a leaflet put through his door during a door knocking exercise.

Unable to work for a number of years as a result of health issues, he wondered if he was entitled to any additional benefits. He was already in receipt of Incapacity Benefit, a small occupational pension and some Housing and Council Tax benefit.

He was assisted to claim Disability Living Allowance, a benefit payable to individuals who struggle with personal care and/ or mobility; and was awarded the higher rate mobility component of £49.10 and the middle rate care component of £47.10 a week. He also received £1,463 in a backdated lump sum payment

The award meant that he now also qualified for Income support of £43.33 a week and Housing Benefit and Council Tax Benefit worth £7.20 and £4.28 respectively.

He also gained exemption from car tax liability, with assistance to complete the relevant forms, this is a saving of £318 a year, and support was also given to apply for a blue badge.

Further help was given with debt issues. He was referred to an occupation related benevolent fund who issued a grant to pay off council tax arrears of £306.83. Negotiations with creditor were successful in suspending interest on a loan and monthly repayments were reduced from £50 to £2.30 a month.

Agreement was made with a Water company to pay off arrears of £90 at an affordable level, the client was happy to pay this and arrears of £3.20 a week owed in rent from his increased level of income.

In total the client gained £174 a week equivalent to £9048 additional annual income.

He was also advised that should his health improve in the future he could get help through the service to return to work or to access training.

Annual Trends- Future Prospects

This shows how the customer demographic has changed over the last few years. Growth or contraction of services or customer groups can be affected by funding streams and fluctuations in the local economic landscape.

Data	2007-2008	2008-2009	%change	2008-2009	2009-2010	%change
16-25 age group	21%	22%	+1%	22%	15%	-7%
41-55 age group	23%	32%	+9%	32%	50%	+12%
employed	46%	30%	-16%	30%	24%	-6%
unemployed	54%	70%	+16%	70%	76%	+6%
studying	1%	1%	none	1%	5%	+4%
Redundancy	18%	17%	-1%	17%	21%	+4%
Returners	5%	3%	-2%	3%	16%	+13%
3 years unemployed	30%	27%	-3%	27%	16%	-11%
BME	19%	13%	-6%	13%	26%	+13%
Quals below L2	40%	49%	+9%	49%	33%	-16%
offenders	3%	4%	+1%	4%	9%	+5%
Total disability/health barriers	21%	32%	+9%	32%	26%	-6%
Benefits/finance As KEY barrier- ie emergency funding	3%	4%	+1%	4%	10%	+6%



Future Prospects Draft Business Plan

2010-2012



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Executive Summary

This plan aims to outline the actions that must take place to establish the longer term financial stability of Future Prospects, and it's place as a key player within the York's agenda for economic inclusion for all.

As an organisation that once ran solely on local partnership funding, we are now an established, reputable, and award winning delivery agent of contracted work focused IAG provision in York.

The plan also explains the context within which Future Prospects operates.

Our ethos remains as distinctive as when we set up, to be customer focused in all we do, to deliver a quality service with the ability and talent of a staff team that prides itself on creativity and innovation in the field of IAG.

The balance we need to achieve to meet the needs of the changing local economy is a constant challenge. In a constrained public funding environment we face serious decisions about whether we will continue to deliver a customer focused effective service that offer the chance of economic inclusion for all.

With additional local investment, we can continue to deliver and develop our service as a truly responsive customer offer.

As a unique organisation, we know that investment will facilitate a flagship agency that York can be proud of, now and in the future.

Vision- What do we want to be in the future?

Future Prospects is a key player in the economic and health inclusion agenda for the city. We want to be the leading and only all age customer focused learning and work guidance service which is free from eligibility and inclusive to all. We aim to be a portal for the city- an agency which can respond to local economic demands and help customers and employers navigate through change, and to build economic growth for York, and to strengthen the position of IAG provision as integral to the city's success. We wish to be a flagship organisation for economic inclusion in the city.

Key strategic aims of Future Prospects- How will we accomplish our vision?

- Positioning the organisation as an integral player in the brokering of economic growth and reducing inequality in the local area
- Building on existing and developing new strategic and operational partnerships that generate new economic opportunities for local people of all ages
- Demonstrate value for money, including savings generated
- Identify further local opportunities for investment in our organisation, and lobby for a more flexible and differentiated funding model
- Link cross cutting agendas and informing policy change within the city as a solution focused provider
- To improve external perception and potential of Future Prospects to the wider business community
- To promote the key importance of IAG as an essential tool of navigation
- To promote employment as a public health issue as well as an economic one.
- Increase employer links through better partnership with business support agencies

Objectives- What must we complete to move forward?

- Ensure Future Prospects is represented within the appropriate networks across the city.
- Having the right staff team, with relevant developmental opportunities in place to enable a responsive and quality service that offers the right level of diversification.
- Demonstrate clear leadership in order to establish the right balance between strategic and funding priorities.
- Improve evaluation of customer insight and experience as a method of increasing achievement against our performance indicators
- Produce data which demonstrates sound evidence of return on investment.
- To attract and maximise funding opportunities that enables us to offer a free service that has no eligibility criteria to people of all ages

- To work with employers to deliver services that align business need with local jobseekers
- To establish our presence as a niche provider of accredited learning and employability skills across an all age service

Critical Success Factors- What areas must we focus on to achieve our vision?

- We need engaged and capable staff, with a wide range of skills and the opportunity for creativity and innovation in delivery where possible.
- We need to ensure capacity does not become too stretched through lack of funding
- We need to ensure both staff and customers alike are able to feed into any quality cycles
- Offer strong leadership and management to help the organisation through constant change in a positive manner.
- We need to be able to maximise existing contracts to build up the business
- We need to be seen as critical to the success of City of York Councils objectives
- We need further investment if we are to continue to address the city's key strategic aims for economic inclusion for all sections of the community

Key Performance Indicators- What are our metric indicators of success?

- We need to increase our job outcomes by 15% in the first year, and 25% in the second year
- We need to reduce unfunded or low funded delivery by 20% of total annual clients seen in the first year, and 30% in the second year
- We need to keep staff costs below £500k per annum.
- We aim to earn an additional £10k per year through room hire and commercial activities

Organisation Summary

Future Prospects was Future Prospects- was created in 1992 as a public sector partnership hosted by York College, as a pilot project to deliver a free and impartial Learning and Work Advice Service for local people aged 16 and above.

Growth of Future Prospects led to a transfer of undertakings in 2003 to City of York Council's City Strategy Directorate, though it has remained largely at 'arms length' as a service arm within the Economic Development and Partnerships Team. There has been a separate management group that has given regular input into Future Prospects since 1992, but this has had no governance arrangements attached. This group was dissolved in March 2010 to coincide with the ending of partnership arrangements with York College. Currently line management of the service head is undertaken by Roger Ranson, the Assistant Director for Economic Development and Partnerships within the City Strategy Directorate.

Although without clear legal constitutional status, the necessity of external funding to operate the service ensures that planning and driving the service sits within the internal management of the organisation. Future Prospects is a statutory organisation, but can be viewed as a 'unincorporated association' depending on funders viewpoints.

Future Prospects has benefited from annual 'core' investment from Economic Development and Partnerships team since its inception, and this has been further supported by a contribution from York College, who continue to hold the lease for Future Prospects' premises until August 2010.

Future Prospects has continued to be a key agency in the city for delivering responsive advice, guidance, practical 'up skilling' and holistic support for those seeking to re enter or move within the local job market. Over the years our services have been developed in response to customer demand, the changing local economic landscape, funding availability/ constraint and public policy drivers.

Our continuity of service is illustrated by our free, universal, and client focused IAG offer, which remains to this day.

The organisation has undergone relatively little structural change over the years, the first being in 2004 when the original manager moved on. Any change subsequent to this has been on the recommendation of staff and consultancy report Azure, who recommended a more flexible management model to build capacity for succession planning in 2004.

Products and services

Future Prospects offers drop in, appointments, private and group delivery of free and impartial IAG and skills activity.

This is delivered mainly in our city centre base, within outreach community venues, and within employers or other organisations premises.

Our main offer is drop in advice and employability skills workshops, unaccredited and accredited bitesize and level 1 and 2 provision in IT, personal self development, workplace resilience and employability skills. Future Prospects is an accredited Open College Network Centre

We offer structured and intensive jobsearch activity through a variety of project funded mechanisms, and the ability to match customers with a 1-2-1 named Adviser to support them back to work for those who need more intensive input.

Our service offer is holistic, offering a wide range of services under one roof which tackle the multiple factors which jobseekers present with- skills for life issues, benefits calculations, financial inclusion, counselling sessions, as well as facilities to support independent jobsearch through access to IT facilities and appropriate jobseeking tools.

Although our service is open to all, we specialise in supporting those hardest to reach back into the labour market, achieved through a committed, experienced and qualified staff team of advisers who network with and advocate for various disadvantaged customer groups.

Premises

Future Prospects operates from a ground floor 'shop front' which delivers the first tier drop in advice and information around learning and work. This aspect of the service is available one evening and Saturday morning in addition to normal office opening hours.

There are two further floors which accommodate both staff and public access, where training ,workshops, and 1-2-1 appointments take place.

Up until July 2010, York College have used rooms within the building on a weekly basis to deliver adult education courses, but Future Prospects will have sole use of the premises from this date onwards. The lease will transfer from York College to City of York Council on 11 August 2010 for a 5 year time period with a 2 year break clause built in for 2012.

There is capacity to offer room hire, meeting space, or a co located office space. This would be most attractive to an organisation that could work in partnership with Future Prospects, or where a city centre based accessible premises was a competitive advantage.

Future Prospects has its own IT network, running its own Small Business Server.

Management and Personnel

A restructuring process began in April 2010 to streamline the service in line with funding streams. Although the restructure will not be complete in financial terms until September 2010, the staffing and service arrangements are in place from 5TH July 2010. Currently the organisation is headed by a full time manager who is supported by an operations Manager. The management team are energetic and committed to the long term future of the organisation.

These main roles are strategic and operational- both from a funding and positional sense, and management of contracts, quality systems and service change are key roles.

The bulk of staff are qualified Careers Advisers with a range of specialisms and additional professional qualifications that give Future Prospects both a competitive edge and professional reassurance for those referring agencies. The spread of customer experience and the wider skills set of group and teaching abilities enables Future Prospects to accommodate increased demand on the service through workshop style and group delivery. We have a small admin team which support the considerable data management obligations that accompany contractual arrangements.

Turnover is low, and we have the most diverse workforce profile within City of York Council. Our staff have a range of additional professional qualifications and we invest time and money in the development of our team.

In total we have 14.7 FTE staff.

Market Analysis

Future Prospects is unique to York and indeed there is little evidence nationally that any other locality based service matches our breadth and scope of delivery.

Future Prospects is the only holistic IAG service in York.

This model significantly contributes to supporting customers into work through the reduction of systemic barriers by having all relevant strands integrated under one service offer

Future Prospects is also the only all age guidance service in York, effectively help young people make the transition to adult services.

Future Prospects contributes to all aspects of the employment cycle. Although we are currently working with 70% of JSA claimants and 30% of ICB/ESA claimants in the city, 23% of our clients are also employed people seeking up skilling, career change and promotional opportunities.

Although we are a service for anyone, our reputation and track record is with the hardest to reach customers. 24% have health and disabilities as a barrier, and those with ESOL needs represent 11% of our customer base. Mainstream welfare to work programmes have limited impact on these customer groups.

Our customer impact surveys indicate that people overwhelmingly request a face to face service *because* they value the opportunity to talk through a range of related learning and work issues.

Some people do request email or telephone advice. However, public funding made available to Future Prospects does not support telephone or email advice, so we encourage and refer these contacts into the face to face service.

Having a service that delivers face to face supports the conversion of IAG delivery into job outcomes. Remote service offers cannot offer the same value for money, and can be judged through a 'deadweight' principle of return on investment.

As a truly local organisation, we are able to respond to local economic drivers that no other organisations have the flexibility or commercial interest to respond to, ensuring a rapid response to redundancies or job opportunities in the city. 15% of our clients come direct from JobcentrePlus (JCP) as a way of navigating the city's offer to unemployed residents.

Our continuity of service has enabled us to act as a navigator or portal for the city's residents, retaining the ability to feed back customer experience into the service design. 23% of service users are generated through word of mouth from existing customers- our single highest referral source. We have a 99% satisfaction rate for our service.

The majority of IAG delivery nationally is free to the customer as public funding supports this sector, and is often linked to JCP provision. There is a wide variety of private provision available to fee paying customers, but the industry has no statutory regulation.

The remit of Future Prospects is to offer impartial and free advice on point of contact in order that we are able to include groups where cost would be a significant barrier.

Although the commercial opportunity for delivering redundancy and outplacement has reduced during the recession, demand for the service has increased. We have increased our delivery of outplacement through the availability of the publically funded Response to Redundancy. The demand from local people and employers has continued to grow, and our key strength is our knowledge of the local labour market. If public funding ceases to support this strand of work, there may be a resurgence of commercial opportunities for a cost effective value for money local service. There is evidence of word of mouth recommendations from both local employers and those employers working within the same sector.

Future Prospects offer a niche learning product for the local skills market, evidenced by good partnership collaboration with Adult and Community Education, Connexions, and local training providers. Our delivery of bite size learning engages people in first steps learning and offers high conversion and retention rates to mainstream learning programmes. This provision is only delivered against funded ESF contracts.

Having a city centre base is highly desirable in terms of creating a wider footfall into the service. Our ability to recruit to a range of projects is a key competitive advantage- footfall

through our city centre premises can be upwards of 165 people a week, and we are able to target very specific hard to reach groups through our active Adviser network.

We support over 8000 customers a year- the largest market share of York's jobseeking adults.

Marketing and Promotion

Future Prospects is well known in the city, and markets itself across local communities within York. We work in partnership with other organisations that can promote our service offer, and as a free service have an advantage over fee paying services, those with a narrow and time limited offer, and those with prescriptive referral routes. We support regular and varied promotional events across a range of targeted customer groups, from job fairs, to community fun days.

Our networking ability enables us to stay abreast of policy initiatives and funding opportunities, and we work across local, sub regional, and regional, public, private and third sector networks

The Future Prospects brand is well known and positively identified with in the York area. The brand tells people that we are local service devoted to their needs and based in the city. Our reputation for inclusive delivery is attractive to other organisations in the city, and we are able to deliver across a number of thematic objectives and local drivers. As an 'independent' brand, customers view us as a provider of choice.

We hold the matrix standard quality mark for IAG, and are the only organisation in the UK to win two excellence awards for innovation in our field of work.

We also market our outplacement and transitions offer to employers, with all aspects of the service linking back to our website.

Competitors

There are a number of direct competitors in the city delivering DWP welfare to work programmes. The main three organisations are A4e, In training, and Working Links. These are national profit making companies who are acting as prime providers of DWP JCP programmes., mainly Pathways to Work and Flexible New Deal. Success rates have been limited, eg only 150 job outcomes were gained through the Pathways to Work programme which has been running in York since 2008. The National Audit Office has reported that value for money in these contracts has been low. None of the above provision is subcontracted, so delivery is in direct competition with Future Prospects. However, those delivering JCP contracts can only accept referrals from JCP, therefore cannot remedy underperformance when needed.

There is an extensive range of contracted providers of 'JCP support provision' which change regularly. Contracts range from national to regional, and JCP customers must choose from a range of provision through which only JCP can refer. The potential confusion this presents to both frontline JCP staff as well as customers ensures that jobseekers are signposted to Future Prospects to start their IAG journey.

All prime providers and contractors of support provision liaise with JCP only, and are not linked in with any of the local policy drivers or economic inclusion agenda for York.

The main competitor for IAG related activity is VTplc – Guidance Enterprises is the IAG contracting arm of the company. VTplc are the contract manager for various ESF co financing contracts, and are also part of a consortium- Careers Yorkshire and Humber. This company runs and will continue to deliver the Integrated Adult Careers Service (next step brand) from August 2010. VTplc have the infrastructure to manage regional and sub regional contracts and they sub contract some delivery to Future Prospects through open and competitive tendering processes.

Currently there is direct competition from VT for customers through the Response to Redundancy priority 1 service. In addition they deliver nextstep IAG themselves in York but to a limited number. Future Prospects also deliver under this programme, but at a higher volume.

There is some minor crossover with the Connexions Service age groups, but this is framed within mutual partnership working, with young people referred on to the more specific provision that we offer NEET young parents, and our Workstep provision which young LD jobseekers are eligible for. Most of our contracted funding has aged 19+ eligibility.

In practice, Future Prospects is not often a direct competitor for services, as we are not able to deliver and manage projects over a sub regional or regional basis- a prerequisite for prime contractors.

All prime providers and large contract holders work to project specification only, with no ability to respond to the local economic landscape.

Our strength lies within our ability to deliver as a sub contracted organisation, delivering a high volume of clients through mainstream programme, or conversely to deliver outputs for hard to reach groups that the larger contractors struggle to work with. For this reason, Future Prospects is often seen as an ideal partner to engage with, but this does not mean there are funding models that can support partnership or collaborative work at every opportunity.

The impact of Future Prospects

What does the service mean to our customers?

Feedback and evaluation are incredibly important indicators, and enable us to have excellent customer insight. Our customers tell us that we are their provider of choice, and that we are able to meet their individual needs better than other agencies that operate within a similar setting. We regularly review our customer experience and are able to deliver a 99% customer satisfaction rating. We encourage customers and staff to document unmet needs and we have adapted our service and delivery to this. Examples here include the growth of our self development and workplace resilience courses, and our weekend and evening opening hours. Customers consistently tell us that other services either cannot meet their specific needs, either through lack of understanding or a limited and fragmented service offer. Our holistic offer is designed to reduce the time and barriers that prevent a swift return to the workplace, and our emphasis on practical 'upskilling' empowers individuals to leave the service with the ability to help themselves more effectively, giving our service sustainable impact. The fact that we are a provider of choice- rather than mandated, ensures we retain the flexibility to help the hardest to reach. Our staff have a wide skill sets, and this has been identified by customers as having a significant positive impact. One customer told us that the ability to identify and address her barriers and skills gap in a practical way under one roof moved her closer to the job market more quickly than trying to access separate services that could address her lack of IT skills, learn new techniques in online job application and give specific advice and guidance around local HE opportunities. Most of our customers achieve work within around 3 months of intensive use of the service. Whilst this would chime with average rates of progression from active benefits to the labour market, 49% of clients accessing Future Prospects have significant and potentially enduring barriers to returning to work.

What does our service mean to the community?

Future Prospects is a key player within local community regeneration. Our service is delivered across venues within 7 local communities within York. Those involved in residents committees and neighbourhood forums value the input Future Prospects brings to their local area, and our ability to work holistically with individuals and families to improve income and economic prospects is a key part of this. Our impact on the health of people within disadvantaged local communities is clearly proved. One individual was referred by her doctor as her health issues were putting her in danger of losing her job. Her concern around a potential lack of income was also heightened as she felt she would soon not be able to afford a car to help transport her disabled son. She approached her doctor in some distress, requesting a referral to counselling. Our co located service at the surgery led her doctor to refer her to Future Prospects for income advice. Through a comprehensive assessment, the client was helped to apply for an appropriate benefit, given extensive advice around her finances if she was in or out of work, and was linked in with other support agencies that supply aid or charitable funding.

The impact on her was reduced stress and increased ability to cope at work due to a raised income, and the impact on the GP surgery was a cost saving due to not needing a referral to counselling and additional medication.

Both GP and client felt that without a community based intervention, neither party would have made the link to a solution focused service around learning and work issues.

What does our service mean to local businesses?

Future Prospects knows the local landscape when it comes to jobs for local people. With a track record in successful redundancy transition, local employers turn to us for help with navigating change in the workplace. With the added public funding offer to support workplaces during the recession, this navigation has been all important. A rapid response to redundancy is essential to support both businesses and employees, and Future Prospects have been specifically requested by Portakabin and Sessions to meet their changing business needs. Our connection to the local labour market, the swift offer of a tailored support package, and an ongoing and holistic service which can support people beyond the immediate challenge of redundancy, are the key indicators of success in this area, and employers favour our quick practical response over form filling and complex referral systems. Although employers welcome a range of funding and support where available, their feedback consistently demonstrates that a local 'anchor' saves them time and resources when they need to respond quickly.

What does our service mean to CYC?

Our service meets the aims and objectives of a variety of CYC strategies, as the work of Future Prospects addresses many cross cutting themes around learning, work, economic inclusion and health inequality. Future Prospects also contributes to a wide range of activity aimed at meeting National Indicators within the city's Local Area Agreement. We have excellent customer insight and are able to address the diverse needs of York residents - and our presence is very much an embedded part of the city and the local communities that surround it.

Future Prospects is seen as a flagship organisation by many elected members, as well as a range of colleagues within CYC. Our ability to engage with the hardest to reach and produce results is testament to an engaged and committed workforce that understands the local landscape. Both our activity and evaluation of the Kingsway Action Project indicate that Future Prospects acts as a hub for successful local projects which improve residents' lives in ways that can be measured and accounted for.

We believe we can support CYC to be an exemplar employer within the public sector, and internally, we share our expertise with colleagues. Future Prospects currently supports CYC to have a more diverse and inclusive workforce profile through aligning activity with a corporate strategy that prioritises customer facing objectives and streamlined business processes. A key example of this is our

presence as lead on the Workforce Plan for raising the profile of jobseekers with learning difficulties through the development of a tool kit and internships.

What does our service mean for local partnerships?

The aim of partnership is to provide synergy where separate services may not be able to meet customer need, and to promote service innovation that will help organisations to grow and develop.

Future Prospects is well embedded within local, sub regional and regional networks, and this constantly adds quality to what we offer.

Key examples of this would be our employer facing work with Remploy in order to increase economic opportunities to disabled jobseekers. Working together with Remploy has enabled local people to benefit from National Employer Agreements that a larger organisation has the capacity to manage and develop, and a smaller organisation like Future Prospects can tap into. This has raised our level of job outcomes with disabled people.

Other partnership work involves raising the importance of economic opportunity in contributing to other agendas in York, and to anticipate the changes in the labour market. Partnership work with the Blueberry Academy has enabled local workless people to gain new qualifications and employment in the developing field of personalised support. Through sharing ideas about supply and demand, both organisation were able to use their knowledge of the York market, understanding of how new personalised arrangements might provide work opportunities, and to address a skills gap very quickly.

Financial Plan

On average, the turnover for Future Prospects is around £800k, with £680k is on staffing, and £120k on infrastructure and fixed costs like rent and utilities.

As a statutory organisation with no separate constitution, Future Prospects is largely ineligible to apply for funding from the charitable and third sector

Traditionally 'core investment' from EDU and York College totalled around £245k (£165k EDU and £80k YC). York College removed their contribution in 09-10 and paid a small amount for enrolment delivery and room hire instead.

Contracted delivery normally represents around £500k of Future Prospects' income. This is difficult to exceed because most contracts have fixed profiles and short delivery schedules of between 6 -18 months There are few 'rolling programmes' which give the capacity to generate income as and when customers decide to access the service. This income has shrunk due to changes in contracting arrangements which require large primes to deliver over larger geographical areas, for a lower unit cost which often precludes subcontracting. The impending changes around Welfare to Work programmes are as yet unclear, but all primes have been given a year's notice on 5 years contracts, and some have contract break clauses of one month. Whether there will be opportunities to increase income in the new landscape from June 2011 is uncertain, particularly if the current payment by results funding model is further tightened.

In the current financial year 2010-11, an initial further loss of £27k in funding will occur through the transfer of all adult education course enrolments back to the providers. This change is not due to lack of performance or quality from Future Prospects, but funding constraints from the providers which have been passed on to us.

Future Prospects accounts from 09-10 showed a deficit of £141k. The loss of core investment and a constrained public funding landscape contributed to this situation. The public funding available to enable Future Prospects to deliver a quality holistic service has gradually declined over the last 3 years.

This is the first time Future Prospects has operated at a loss, and a restructure plan and consultation period began in April 2010. The aim was to reduce expenditure and raise additional income through 4 strands:

- Reduction and reorganisation of staff roles to reduce staffing costs
- Reorganisation and streamlining of service delivery to maximise existing contract streams
- Increased opening hours to maximise footfall into the service
- Reorganisation of building use to potentially accommodate either additional tenants or co located services that would mutually benefit the business

- Additional income through City of York Council on an 'invest to save' basis by extending the range of the One City initiative.

Staffing reduction

The aim has been to reduce the staff team by at least 5.9 FTE, some of which has been achieved through natural wastage. Only 3.2 FTE posts have been lost through redundancy, and a further post will disappear in August through the expiry of a fixed term contract. A further casual post will end in July 2010, with the core tasks being outsourced to our existing IT support contractor. Capacity is stretched, and any further staffing loss would prevent our current success rates being achieved.

Opening hours- a minimum of 10 fundable interactions per day through the Information Shop (opening one day extra) and 8 fundable workshop participants and 6 people through the job search area x 42 sessions per year

Room hire/ rental income

Through the freeing up of rooms once used by York College, there is an ability to increase workshop provision directly by Future Prospects by an extra 4 per week. There is also some ability to rent out rooms with notice for providers wanting to deliver relevant courses. In practice this works best with those wanting to highlight Future Prospects' own service to their learners.

10 weeks a year at £60 per day

Use of open space and one office on the top floor. As main tenant with some use of the top floor IT suite, it may be impossible to give the entire floor over to another tenant, and would be best to highlight linked organisations that could benefit from operating some of their service or specific activities from a city centre accessible premises. Discussions are ongoing with Latitude (Hull based provider delivering JCP support contract) Remploy, University of Third Age, and i2i.

Additional income through City of York Council

Future Prospects is well placed to move into additional work with employers and organisations, particularly within the public sector. Our position as a portal to the labour market can enable

- savings in recruitment and selection through pre employment support
- save City of York Council's spend on housing benefit and council tax benefit through moving people into paid employment
- reduce NHS North Yorkshire's annual spend on drugs based and talking therapies through work focused recovery

Our return on investment figures for 2009-2010 are:

- £2.78 million of additional revenue into York through jobs gained (308 jobs based on minimum wage and average of 30 hours a week employment)
- £57k of extra income flowing into the Westfield and Clifton area through benefits uptake
- £90k of extra income from benefits maximisation through city based service

- £1.57 million in annual benefits savings through moving people off benefits and into paid work

With an additional £100k investment from CYC, Future Prospects would be able to generate:

- £3.5 million of additional revenue into York through jobs gained in the first year
- £4 million of additional revenue in the second year
- £250k in benefits savings through moving people off benefits and into work

Appendix A PESTLE Analysis of Future Prospects

Political- As an organisation that sits within a public policy landscape, Future Prospects needs to be aware of changing and developing government strategy. The recent change of government; the consequent restructuring or dissolving of non departmental government bodies, and updated legislation all affect the potential funding streams that Future Prospects needs to secure in order to deliver a Learning and Work Advice Service. The organisation needs to be able to anticipate how policy changes will affect the delivery of the services and the resources needed to respond effectively to this. In addition to this, the added pressure of deficit reduction as a political driver will impose further cuts in the public sector, leading to uncertainty amongst key stakeholders.

Economic- one of the key strategic aims of the organisation to both respond to and anticipate changes in the local economic landscape by supporting local residents to maximise their economic potential. National and local initiatives to improve economic status are a core part of Future Prospects' business function. Working in partnership with other local and national agencies to achieve economic improvement for the city as a whole is a key objective.

The organisation sits as part of the Economic Development and Partnerships team within the City of York Council's City Strategy Directorate. The economic landscape that affects Future Prospects can be divided into 3 components: Local- city wide initiatives largely generated by third sector or local authority funding

Regional- government office initiatives, ESF programmes that are delivered geographically, JCP national provision delivered through regional frameworks

National- IAG programmes such as Nextstep, and DWP provision.

In terms of the economic impact on Future Prospects, current funding streams have reduced in size and opportunity, with large prime contractors and fund holders dominating the sector. Some may choose to sub contract elements of a project or service to small organisations such as Future Prospects, but opportunities to boost income through project management have shrunk considerably. Most smaller organisations have formed consortia or partnerships as a way of strengthening the contract management potential in order to compete on more level playing field, but this has also seen a reduction in funding amounts to individual organisations. The sector is increasingly pressured by funding bodies which demand more for less, which squeezes the capacity and sustainability of Future Prospects in a serious way. Other funding opportunities which used to be negotiated directly between Future Prospects and the employer are the redundancy outplacement services. Historically Future Prospects have been heavily involved in supporting the transition process for large manufacturing concerns, but in a global recession, public funding has been used to totally change the methods by which this support is commissioned. This drive to a regionalised process involving multiple agencies has affected Future Prospects' ability to negotiate a commercial value for money redundancy support service with local employers directly. Fortunately the ability to deliver a responsive service has led to a re engagement of our services from those contracted to deliver national redundancy provision.

Current partners within the organisation have reviewed their own funding needs and for the first time have significantly cut financial contributions to Future Prospects.

This year that cut becomes a total withdrawal. This loss of 'core' funding puts increasing pressure on service capacity. In addition, transfer of the building's lease in August 2010 (currently held by partner organisation York College) will see our rent rise and business rates relief reduce.

Current and future funding pressures on the local authority have potentially led to commissioned services being pulled in a bid to just save money.

The organisation will need to diversify its business by identifying future commercial opportunities. To certain extent, a smaller organisation like Future Prospects can become unwittingly the key provision for vulnerable people, as those on more mainstream welfare to work programmes can be subject to 'creaming' and 'parking'. This is where inflexible funding model increase the risk of those closest to work enabling providers to reach their targets, and those who are hardest to reach are too time consuming and further from the job market and consequently either left or filtered to other organisations through signposting.

Sociological- By aiming to meet the learning and work needs of a diverse local population, the organisation needs to be aware of how changes in society can impact on the design and delivery of the service. By both responding to and anticipating changes in the local population through intelligence gathered through partnerships and networks, the organisation can meet the needs of the service user more effectively and can lead the way in good practice for others. The changing demographic nature of York and the importance of working with disadvantaged groups are key to this.

Technological- Knowledge and application of technological change is crucial to the organisation. Database management has grown more complex and the contract requirements of the services delivered within Future Prospects have increased exponentially over the last 3 years. The organisation manages not just its own database but is required to use external contractors in addition. These databases are often incompletely designed at the beginning of a project, with changes added throughout the contract duration. This constant change can make it difficult for those responsible for data inputting to remain accurate in their task. Specialist knowledge is almost always required to maximise the potential of any data storage system, and the needs of the service can only be met by those with specialist knowledge, as some of the more complex tasks require a skill level that is not transferable to other staff. Future Prospects is undergoing a current restructure which will enable us to spread the skills base across a wider range of staff, thus reducing the risk of lower performance due to a skills gap. Technological change for the service user means updating our methods of delivering our core advice and skills development service, This is because technological change affects our service users tremendously, as it is a key skill needed to both apply for *and* secure employment.

The push for IAG to become delivered through the internet, or to be using computerised tools as a method of delivery is now fully established in new national Integrated Adult Careers service under the refreshed next step brand.

The ability to engage clients to use technological tools will be one of the most important changes for this sector.

Legal-Future Prospects lobbies to promote positive change for those disadvantaged in the labour market. Future Prospects delivers advice and support around welfare benefits. Changes in legislation affect how and what we offer as an advice service.

Standards for running the service are driven by the matrix standard. It is vital the organisation work within the procedures set out by the matrix standard in order to be able to secure any funding to operate. The contractual obligations of the service enable prime contractors or fund holders to claw back income if audits are unsatisfactory

One of the other key ongoing legal issues for the organisation which directly affects funding is the organisation's constitution. Currently, Future Prospects sits firmly within the public sector, despite outward appearances to the contrary, and the perception of others. One of the main reasons for investigating moving the organisation to another status is to maximise funding opportunities that would come from the charitable sector- which currently we are unable to access. There have been several attempts to resolve the issue, and the current manager commissioned CVS to produce a preliminary report that investigated thoroughly the resource implications of this move in 2009. This report has confirmed that is not financially viable, or indeed constitutionally possible for Future Prospects to operate in a non statutory environment.

In terms of the qualification required to deliver IAG, the landscape can differ according to where you are deliver the service. Some environments do not require a specific qualification where other may demand a level 4 qualification. Generally speaking an NVQ3 in IAG is the basic requirement to operate, but Level 4 confers a professional status which has until recently been the desired standard required to operate any national IAG service. Existing contract already contain rules that prevent those with only a level 3 delivering a 'guidance' service. However, the latest project spec for the new Integrated Adult and Careers Service suggests that Level 4 may not be required in future as the national offer will be advice NOT guidance. There has also been a review of the matrix quality standard (the quality mark for IAG) which suggests that changes to qualifications may be implied in the future. Having the matrix standard is usually a prerequisite for any IAG contract delivery, but how that will intersect with qualification requirements is unclear until October 2010.

Environmental- Future Prospects has an environmental policy, but the working context of service delivery is heavily dictated by the audit requirements of secured contract. The reality of the paperwork trail works against any policy intent of IAG organisations to reduce their environmental impact.

Appendix B

Future Prospects SWOT Analysis 2010

STRENGTHS	WEAKNESSES
<p>Inclusive, open access, flexible Customer focused and committed to clients- UNIQUE service in York An integrated service between all aspects of service delivery- eg IAG, personal development, benefits etc.. Variety of projects Flexible workforce Excellent reputation with clients and York public Good links with strategic players Good at connecting the links between strategic agendas eg health and economic inclusion Excellent customer insight due to the breadth of staff experience with hardest to reach customer groups Matrix accreditation and two excellence awards Local knowledge which is essential for supporting customers into local labour market Strong customer relationships- FP Is a provider of choice and holistic in offer Staff commitment and expertise Networks Professionally qualified staff with a wide range of additional qualifications Creativity and innovation are apparent through having all services located in the same building</p>	<p>high workload due to constant changing demands on the service and the need for staff to deliver to increasingly prescribed delivery models lack of 1-2-1 support not enough coordination of projects to maximise income demand of contractual funding models results in majority of service being centrally based which erodes links with community A universal service offer means too many people using the service are still not captured for projects Limited capacity to deliver the service No capacity to develop and market ourselves in new areas due to staffing constraints Data capture needs to be more accurate still needs to improve Quality systems- contract drives the project not the client Constant operational change due to the funding response Universal service difficult to fund Lack of staff- issues with sick leave and mat leave in a small org Staff pulled in many directions Staff morale currently low due to multiple factors- job eval, redundancies, funding restrictions and change Don't always manage client expectation well Inappropriate referrals from other partners Not enough people of influence realise our current funding cant deliver an inclusive a service as we have previously been able</p>
OPPORTUNITIES	THREATS
<p>More structured relationship with JCP as part of being an Integrated Adult Careers Service More targeted and restructured</p>	<p>Lack of funding- lower amounts and fewer subcontracting opportunities. Not enough flexible funding which could help resource and deliver outcomes more effectively than</p>

<p>workforce as a result of changes already happening at FP Reduced staff base can enable a clearer picture of the most essential and financially viable tasks we need to accomplish- could result in a streamlined and more effective service. Specialism in one area? Personal development or redundancy? Inclusive/supportive jobclub? Develop offer of short accredited courses that fill the gap in city wide provision- eg confidence, assertive, budgeting, redundancy counselling Link with other agencies around the IAG agenda to promote the importance of IAG in the customer journey Closer working with other similar CYC agencies Closer working with Union learning fund as industrial relations will assume more importance within public sector in the immediate future Chance to reinvent ourselves! Opportunity to present performance data as return on investment Opportunity to be a key player within the local authority's remit Opportunity to re define who our customer base needs to be</p>	<p>current contracting arrangements Low unit costs squeezing the value from service and reducing employee capital Unclear public policy landscape in terms of details of impending reform Overloading of staff leads to disengagement and staff will leave Loss of footfall from enrolment service being terminated. We will lose our identity in the city if we only deliver 'projects'- and can limit our range of engagement with those excluded. Lack of capacity impacting on performance Infrastructure costs are high despite restructure and cost saving actions within FP In current public sector reform and cuts landscape FP may be viewed as a ' nice to have' but not essential Hardest to reach present the biggest funding challenges as they are harder to get outcomes for in a pay by results model that was designed before the recession. Other agencies as competition- many similar agencies are diversifying into training also due to lack of 'pure' IAG funding Delivering the service in such a structured way can reduce our reputation as being truly customer led. People of influence not understanding our economic impact- getting jobs perceived as JCP service that somebody else can pay for</p>
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Executive Leader Decision Session

7 September 2010

Report of the Director of Communities and Neighbourhoods

Core Funding to Voluntary Organisations 2011/2012**Summary**

1. This report advises the Executive Leader of the applications received for financial support from City Council's voluntary sector funding budget for 2011/2012.

Background

2. The City Council's core grants scheme currently supports 16 voluntary organisations through one year funding agreements which will end in March 2011. A decision on these organisations' funding for 2011/12 is therefore required.
3. An annual review has been conducted with each of these organisations. This review has included an assessment of performance and an analysis of accounts for the year ending 2010. The review concluded that all organisations are broadly complying with the requirements of their current agreement.

The future role of Grant Funding within the Commissioning process

4. The Strategic Partnerships Team (within the City Strategy Directorate) reported to Council Management Team (CMT) in December 2008, on a review of voluntary sector commissioning in York. The report sought to identify opportunities to increase the amount of business the Council undertakes with the voluntary sector. The report also identified that the authority currently invests a total of £14m in the voluntary sector through commissioning and grant funding. CMT asked that consideration be given to the way that the Council commissions services across the authority, and across all provider sectors. The commissioning approach must also dovetail with the More for York procurement workstream.
5. Consultation on the review of voluntary sector commissioning was undertaken with the voluntary sector at the end of March 2009.
6. It was felt that there is a lack of clarity and transparency within the current CYC grant funding process. Voluntary sector organisations would like to see a clearer justification and criteria for authority core grants, aligned with wider corporate and

city priorities. Historically awards were made based on the capacity of existing organisations to deliver the required volume of activity, without full consideration of how the activities of the recipients fits within the wider corporate priorities of the Council. Feedback from the voluntary sector indicated that there was a future role for core grant funding within the wider commissioning agenda, but that authority grants should also be used in a more focused and dynamic way (and should be for a minimum three-year period). It was agreed that the Council would look to produce for some overarching commissioning principles for the voluntary sector and other providers.

Revised CYC Approach to Core Funding of Voluntary Sector Organisations

7. Future investment in core grant funding to voluntary organisations needs to be considered as part of a progressive approach to commissioning that supports the strategic aims of the Sustainable Community Strategy, the One City Strategy, the More for York programme and the Council's Corporate Strategy.
8. In light of voluntary sector feedback, the ongoing work within CYC to align funding and commissioning strategies across the authority, the more for York procurement work streams and the need to develop some overarching commissioning principles for the voluntary sector, it is proposed that the Council's core funding grants criteria should continue for another year.

Payments Proposed 2011/12

9. The table below outlines the Core Grants allocations for 2010/11. It is proposed to make exactly the same payments for 2011/12.

Name of Applicant	Grant Awarded 2010/11 (£)	DRR Awarded 2010/11 (£)	Total Award 2010/11 (£)
York CAB	134,746	1,843	136,589
York CVS	29,203	14,065	43,268
York Racial Equality Network	30,470	160	30,630
Welfare Benefits Unit	24,849	0	24,849
Travellers Trust	13,291	272	13,563
York Credit Union	7,100	0	7,100
Relate	8,864	1,116	9,980
Centre for Separated Families	9,069	553	9,622

Older Citizen's Advocacy York	0	112	112
York women's Counselling Service	412	0	412
CRUSE Bereavement Care	464	0	464
Family Mediation Service	275	582	857
York Childcare	0	3,216	3,216
Rural Action Yorkshire	0	1,280	1,280
Samaritans	0	419	419
Muslim Association	0	367	367
TOTAL	258,743	23,985	282,728

Corporate Priorities

10. The Council's voluntary sector funding programme supports the Inclusive City theme of the refreshed Corporate Strategy 2009-2012, namely:

- To make sure that all citizens, regardless of race, age, disability, sexual orientation, faith or gender, feel included in the life of York.
- Help to improve prospects for all, tackle poverty and exclusion and make services and facilities easy to access.

Consultation

11. The recommendation of this report does not result in any change to the councils current approach to funding the voluntary organisations in the city on an annual basis. Therefore a consultation is not required or appropriate.

Options

12. There are two potential options for consideration as follows:

Option 1 - to run an application and bidding process as in previous years, but award all contracts on a three year basis.

Option 2 - to award all existing contracts/grants on a one year basis until the criteria of awarding grants to Voluntary organisations is in accordance with overarching principles is developed.

Analysis

13. Option (i) identified at paragraph 12 above would provide longer term certainty for voluntary organisations but would lock the council into this arrangement. This has the potential to delay the implementation of any recommendations arising from the council changing its approach to the commissioning and procurement of voluntary sector services.
14. Option (ii) identified at paragraph 12 above would provide the council with the opportunity to develop and agree the commissioning principles and to consider appropriate extensions to the length of the contracts.

Implications

Financial Implications

15. As in 2010/11 the budget for the Council's voluntary sector funding in 2011/12 is £282,728.

Human Resources

16. There are no direct human resource implications arising from this report.

Equalities

17. It is a requirement of all applicants to demonstrate and evidence their commitment to equal opportunities in the work of their organisations.

Legal Implications

18. The awards set out in this report are made under section 47 of the Local Government Finance Act 1988 (discretionary rate relief) and section 2 of the Local Government Act 2000 (other financial assistance).

Crime and Disorder

19. There are no crime and disorder implications arising from this report.

Information Technology (IT)

20. There are no IT implications arising from this report.

Property

21. There are no property implications arising from this report. However, it is noted that York Citizens Advice Bureau occupy premises leased from the Council.

Risk Management

22. The potential risks in grant funding external bodies range from failure of the voluntary sector organisations to deliver the agreed service at the appropriate standard, to the closure of the organisation as a whole with consequential loss of funds. These types of risks have been considered and are dealt with through the application, assessment and agreement process put in place by the Council. This includes a financial assessment of the organisation and a requirement that organisations meet the relevant standards for their type of service and that appropriate insurances are held.

Recommendations

23. That the Executive Leader agrees to maintain the existing annual funding arrangements as defined in option 2 at paragraph 12.

Reason: To provide continuity to the current providers until a clearer funding and commissioning strategy for the voluntary sector has been agreed.

Contact Details

Author:

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Chief Officer Responsible for the report:

Andy Hudson
Assistant Director – Neighbourhoods & Community
Safety

Report Approved



Date 17 August 2010

Specialist Implications Officer(s)

Financial:	Equalities:
Patrick Looker	Evie Chandler
Finance Manager	Equalities Officer
Tel: 551633	Tel: 551704

Wards Affected: *List wards or tick box to indicate all*

All

For further information please contact the author of the report

Background Papers:

Applications are held in the Neighbourhood Management Team.
Compact Guidelines

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Decision Session - Executive Leader

7th September 2010

Report of the Director of Communities and Neighbourhoods

Policing in the 21st Century: Reconnecting police and the people

Summary

1. The Home Office has released a report for consultation 'Policing in the 21st Century: Reconnecting police and the people'. Responses are required by 21st September 2010.

Background

2. The Director of the Safer York Partnership is currently consulting members of the York Crime and Disorder Reduction Partnership (CDRP) Board in order to compile a report on behalf of the members.
3. The responses of the Executive Leader Decision Session are sought so that these can either be sent separately or incorporated in to the response of the CDRP Board.

The Consultation Paper

4. The consultation paper is 57 pages in length. The link to the website is <http://www.homeoffice.gov.uk/publications/consultations/policing-21st-century/policing-21st-full-pdf>.
5. A summary of the relevant issues are attached at **Annex One**.
6. The Director of Safer York Partnership has analysed the content of the consultation paper and developed a proposed response for the CDRP. The template is attached at **Annex Two**.

Corporate Priorities

7. The response will support the 'Safe City' corporate priority.

Consultation

8. The Director of Safer York Partnership has asked the CDRP Board members for their comments by 5th September in order to develop a response on behalf of the

partnership. The response of the CDRP Board members will be available at the meeting of the Decision Session - Executive Leader on 7th September 2010. The deadline for responses to the consultation is 21st September 2010.

Options

9. There are two potential options for consideration as follows:

Option One: To endorse the response of the CDRP Board members.

Option Two: To respond separately to the consultation.

Analysis

10. Option One: To endorse the CDRP Board Members response would ensure that the views of the City of York Council would be the same as those of its partner organisations.
11. Option Two: To develop a separate response than the CDRP Board members would reflect solely the views of the City of York Council.

Implications

Financial Implications

12. There are no financial implications arising from this report.

Human Resources

13. There are no direct human resource implications arising from this report.

Equalities

14. There are no equalities implications arising from this report.

Legal Implications

15. There are no legal implications arising from this report.

Crime and Disorder

16. There are no immediate crime and disorder implications arising from this report.

Information Technology (IT)

17. There are no IT implications arising from this report.

Property

18. There are no property implications arising from this report.

Risk Management

19. There are no relevant risks associated with this report.

Recommendations

20. That the Executive Leader advise officers on the content of a response to the consultation paper.

Reason: To provide a response to the Home Office within the consultation deadline.

Contact Details

Author:

Andy Hudson
Assistant Director (Neighbourhoods & Community Safety)

Chief Officer Responsible for the report:

Andy Hudson
Assistant Director (Neighbourhoods & Community Safety)

Tel No: 01904 551814

Report Approved



Date 23 August 2010

Specialist Implications Officer(s)

Jane Mowat
Director of Safer York Partnership
Neighbourhoods and Community Safety
Tel No: 01904 669077

Wards Affected:

All



For further information please contact the author of the report

Annexes:

Policing in the 21st Century: Reconnecting police and the People – Annex One

Policing in the 21st Century: Reconnecting police and the people
Consultation – Annex two

Background Papers:

None

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Policing in the 21st Century: Reconnecting police and the People

1. CHAPTER 1: The Challenge

- 1.1 The report refers back to Sir Robert Peel's principles that the basic role of policing is to prevent crime and disorder.
- 1.2 The previous government created many legislative changes but those who are charged with delivering community safety have become answerable to the Government and less so to the community. This has resulted in an increase in bureaucracy that detracts from crime fighting.
- 1.3 The new approach includes:
 - Empowerment of the public through directly elected Police & Crime Commissioners
 - Reducing the bureaucratic burden on the police, freeing up time to get on with their job
 - Making the police at force, regional and national level more efficient so that frontline local policing can be sustained.
 - Empowering the Big Society making sure that everyone plays a part in cutting crime
- 1.4 The key priority is to strengthen the bond between the police and local people, with the public holding the police to account for delivery against locally determined priorities.

2. CHAPTER 2: Increasing Democratic Accountability

- 2.1 Greater accountability directly to the public through:
 - Abolition of Police Authorities and their replacement by directly elected Police and Crime Commissioners
 - Providing accurate and timely information to the public on what is happening in their area re: crime, ASB and VFM
 - A more independent HMIC that will shine a light on local performance and help communities hold their Police and Crime Commissioners and Force to account.
- 2.2 Police & Crime Commissioners will have 5 key roles:
 - Representing & engaging with communities & identifying their policing needs
 - Setting priorities by agreeing a local strategic plan for the force

- Holding the Chief Constable to account for achieving those priorities
 - Setting the force budget & precept
 - Appointing and where necessary removing the Chief Constable
- 2.3 Commissioner may appoint a team to support them, but must demonstrate value for money. They will be elected from May 2012 and will hold forces to account for their local use of resources and their contribution to and use of collaboratively provided services.
- 2.4 Commissioners will play a key role in community safety. The Government is considering creating enabling powers to bring together CSPs at the force level to deal with force wide community safety issues and giving Commissioners a role in commissioning community safety work.
- 2.5 Commissioners will have a role in the wider Criminal Justice System as further reforms develop but in the meantime, CJS agencies need to work closer together.
- 2.6 Police and Crime panels will be created in each force area drawn from elected members and lay members who will oversee the decisions made by the Commissioner.
- 2.7 Neighbourhood Policing teams will be required to have regular beat meetings within communities. These may be real meetings or virtual through Facebook, Twitter or online.
- 2.8 Information on the performance of the police on crime, ASB and use of public money will be available to the public.
- 2.9 HMIC will work for the public through a light touch inspection regime looking at costs and outcomes.

3. **CHAPTER 3: REMOVING BUREAUCRATIC ACCOUNTABILITY**

- 3.1 Currently only 11% of police are visibly available to the public at any one time. The Government wants police to focus on police work not paper work by:
- Removing Government targets & centralised performance management but ensuring that data is available to local people
 - Supporting professional responsibility and cutting red tape
 - Ensuring that the leaders of the service take responsibility for keeping bureaucracy to a minimum at force level.
- 3.2 Partnerships have focused on following prescriptive processes and targets set by Whitehall which have prevented them from focusing on what matters locally.

- 3.3 Further work will be done to review the use of data for performance management, police assessment and public information and at the National Crime Recording Standards.
- 3.4 Powers such as stop and search, Regulation of Investigatory Powers Act (RIPA) and Police & Criminal Evidence Act (PACE) will be reviewed to minimise paperwork.
- 3.5 Increased professional judgement by police will replace onerous bureaucratic practices.

4. **CHAPTER 4: A National Framework for Efficient Local Policing**

- 4.1 Forces will need to find new ways of working to get best value from their resources through collaboration between forces to make savings from back-office and support functions. This will be achieved by:
 - Ensuring sufficient officers and staff are available to the public at the times when they are needed most
 - Collaboration between forces to save money on support functions and tackle cross boundary criminality more effectively
 - Simplifying national arrangements including creating a new National Crime Agency to tackle organised crime, protect borders and provide nationally delivered services
- 4.2 No agenda for strategic forces but Chief Constables will be responsible for working with each other collaboratively.
- 4.3 Better workforce management and organisation to look at police officer roles and ensuring that they are not carrying out unnecessary administrative duties to the detriment of policing. This includes maximising use of technology to increase the time officers spend in the streets.
- 4.4 HMIC will focus on VFM profiles that consider the value for money achieved through local activity.
- 4.5 A review on remuneration and conditions of service for police officers and staff will be carried out.
- 4.6 While collaboration between forces will be expected, there will also be opportunity for more localised collaborative working between agencies. This may include collaboration with the private sector for custody or other services.
- 4.7 The National Crime Agency will connect intelligence, analysis and enforcement capabilities between CJS partners. It will be responsible for:

- Improving what we know about the threat from organised crime
- Providing effective national tasking & coordination of police assets
- Ensuring more law enforcement activity takes place against more organised criminals at reduced cost
- Strengthening our border policing arrangements

4.8 The starting position for the National Crime Agency will be to improve operational response to organised crime and improve border security. This will include responsibility for a border police force.

4.9 The NPIA will be phased out to streamline its key functions eg central databases and move other functions to within the remit of other agencies eg Home Office.

4.10 ACPO will play a leading role in ensuring that Chief Constables drive VFM.

5. CHAPTER 5: TACKLING CRIME TOGETHER

5.1 Criminal Justice agencies will work together to focus on the needs of local communities rather than on Whitehall. As public confidence in the CJS increases, people will become willing to play an active role as part of a Big Society. This will be achieved by:

- Enabling and encouraging people to get involved and mobilising neighbourhood activists
- Developing and implementing a CJS reform strategy
- Stripping away unnecessary prescription and bureaucracy in the partnership landscape

5.2 Providing greater opportunity for community activism through

- Giving communities more power
- Encouraging people to take on an active role in their community
- Transferring power from central to local government
- Supporting co-ops, mutuals and social enterprises
- Publishing government data

5.3 Neighbourhoods are the building block for the Big Society. Neighbourhood Policing Teams (dedicated officers and PCSOs) have a crucial role in mobilising community involvement and building the trust.

5.4 The Government will look at making reporting easier by establishing the 101 non emergency national crime and ASB reporting line.

5.5 Neighbourhood Watch groups will play a key role in carrying out joint patrols with police and looking out for their neighbours.

Neighbourhood Agreements will set out the local commitments of services and communities to tackle crime and ASB, having a say in how money is spent (participatory budgeting) and how offenders make amends (community restorative justice). Increased focus on volunteering .

- 5.6 Later this year the Government will publish a new Crime Strategy
- 5.7 The Government will implement a radical CJS reform to include:
 - More active citizenship and voluntary sector involvement in cutting crime
 - Police reform to move from bureaucratic to democratic accountability
 - Sentencing reform to ensure it is effective in deterring crime and protecting the public whilst reducing reoffending
 - Developing a new approach to rehabilitation of offenders
 - Review the prison estate's contribution to rehabilitation and reducing reoffending
- 5.8 Effective partnership working will be important as agencies work together to offer a better service within tightening resources. The CJS needs to develop its own structure that will respond to the different needs of local circumstances, expectations and priorities
- 5.9 Greater freedom for CSPs by repealing some of the regulations whilst retaining the core statutory duty on those key partners to work together.
- 5.10 Consideration of enabling powers to bring together CSPs at the force level to deal with force wide community safety issues and giving Commissioners a role in commissioning community safety work.

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**Policing in the 21st Century: Reconnecting police and the people
CONSULTATION**

CHAPTER 2:		
<p>1. Will the proposed checks and balances set out in this chapter provide effective but un-bureaucratic safeguards for the work of Commissioners, and are there further safeguards that should be considered?</p> <p>2. What could be done to ensure that candidates for Commissioner come from a wide range of backgrounds, including from party political and independent standpoints?</p> <p>3. How should Commissioners best work with the wider criminal justice and community safety partners who deliver the broad range of services that keep communities safe?</p> <p>4. How might Commissioners best engage with their communities - individuals, businesses and voluntary organisations - at the neighbourhood level</p> <p>5. How can the Commissioner and the greater transparency of local information drive improvements in the most deprived and least safe neighbourhoods in their areas?</p> <p>6. What information would help the public make judgements about their force and Commissioner, including the level of detail and comparability with other areas?</p>		
	AGREE	
JM Response:	YES:	NO:
<p>1. There appears to be little difference between the role of the Police and Crime Panel and the current Police Authority arrangement at force level. There is no mention made of the current Community Safety Overview and Scrutiny committee arrangements and whether there is an expectation that this will continue. If policing is to become more citizen-focused and accountable to local communities, and the authority of Chief Constables is to be effectively scrutinised, checked and where appropriate, challenged, then the Police and Crime panel must have a proper mandate for this and the best way of achieving this is to see the membership directly elected by the communities they will serve.</p>		
<p>2. A single Commissioner for the force may not achieve the desired reconnection with local communities as they will be elected from a very large geographical area comprised of 7 districts and a unitary authority. Para. 2.19 hints (albeit vaguely) that CSPs may become accountable to the Commissioner. Given that the majority of CSPs are managed and co-ordinated by Local Authority employed staff, this may cause conflict where the Commissioner is from a different political party to the Local Authority executive or cabinet member for community safety. It is important that the Role Requirement for the Commissioner explicitly states that this is</p>		

<p>a non-political appointment.</p>		
<p>3. It is important that Commissioners receive adequate training to support the role that they will fulfil. This includes a detailed understanding of the Criminal Justice landscape, the roles and responsibilities of statutory responsible authorities and CSPs.</p>		
<p>4. The proposal to encourage neighbourhood engagement is very welcome. With the implementation of neighbourhood policing, the days of public engagement through barely attended public meetings have gone. The use of street surgeries, social networking and website communication has increased significantly and needs to be built on to ensure meaningful engagement with all sectors of the community is achieved.</p>		
<p>5. The sharing and availability of data has improved greatly. It is important that communities have access to accurate crime and disorder data for their area. However, this has to be communicated and managed in a way that does not increase fear of crime or stigmatise particular geographical locations.</p>		
<p>6. Clearly communicated information on action taken to address public concerns is required. Comparison with other areas is largely meaningless if the emphasis is on pure localism. There is little commonality between the 8 local authority areas within North Yorkshire Police force area. Previous government attempts to develop “most similar” lists have been flawed by conflicting groupings for different agencies and again a lack of true likeness between local authority areas.</p>		
<p>Further Comments:</p>		

CHAPTER 3:		
7. Locally, what are examples of unnecessary bureaucracy within police forces and how can the service get rid of this?		
8. How should forces ensure that information that local people feel is important is made available without creating a burdensome data recording process?		
9. What information should HMIC use to support a more proportionate approach to their ‘public facing performance role’, while reducing burdens and avoiding de-facto targets?		
10. How can ACPO change the culture of the police service to move away from compliance with detailed guidance to the use of professional judgement within a clear framework based around outcomes?		
11. How can we share knowledge about policing techniques that cut crime without creating endless guidance?		
	AGREE	
JM Response:	YES:	NO:
7. The removal of Government imposed targets and KPIs is welcome. Internally, within NYP there has been a great deal of duplication in the completion of performance templates required by HQ to capture delivery of the Policing Pledge. The removal of this will allow officers to get on with policing rather than spending time filling in forms. However the focus on outcomes achieved through collaborative working should not be lost in the rush to dispense with performance management frameworks.		
8. Crime recording has been reviewed every two years on average. This makes it difficult to compare like with like and makes it difficult to adopt intelligence led approaches based on accurate crime pattern analysis that uses data over two years old. In order to reduce bureaucracy on the police, ensure consistent ad single messages, communication of information to the public should be undertaken through the CSPs using their established communication media eg. Website, Your Ward newsletters, local press etc.		
9. Measuring ASB has not been done terribly well despite it being a top community priority. It is therefore essential that some focus be places on how to accurately measure ASB if the aim is to see how well we are achieving outcomes.		
10. The key to delivering a more outcome focused performance regime is through the use of partnership problem solving. However this involves the police in focusing on their role and contribution through application of their policing skills. There is opportunity for the government to create a set of policing standards akin to the national standards introduced for CSPs. This would ensure compliance but give flexibility for individual force approaches to problem solving.		
11. Nowadays, the internet provides the first port of call for those seeking ideas or good practice. Originally		

<p>the Crime Reduction website provided this information, but due to various cuts in funding/staffing, this is no longer kept up to date. The National Community Safety Network provides the opportunity to share good practice through its website, newsletter and events. Easily accessible and affordable options like this, would reduce the need for detailed lengthy guidance documents.</p>		
<p>Further Comments:</p>		

CHAPTER 4:		
<p>12. What policing functions should be delivered by forces acting collaboratively?</p> <p>13. What are the principal obstacles to collaboration between forces or with other partners and how can they be addressed.</p> <p>14. Are there functions which need greater national co-ordination or which would make sense to organise and run nationally (while still being delivered locally)?</p> <p>15. How can the police service take advantage of private sector expertise to improve value for money, for example in operational support, or back office functions shared between several forces, or with other public sector providers</p> <p>16. Alongside its focus on organised crime and border security, what functions might a new National Crime Agency deliver on behalf of police forces and how should it be held to account?</p> <p>17. What arrangements should be in place in future to ensure that there is a sufficient pool of chief officers available, in particular for the most challenging leadership roles in the police service? Is there a role for other providers to provide training?</p> <p>18. How can we rapidly increase the capability within the police service to become more business-like, with police leaders taking on a more prominent role to help drive necessary cultural change in delivering sustainable business process improvement?</p>		
		AGREE
JM Response:	YES:	NO:
12. A single ICT system that can support information sharing across forces and open opportunities for consistent multi-agency information would be welcome. Similarly economies of scale could be achieved through the collaborative delivery of training and procurement. Protective services which are costly to provide, can also be achieved through a collaborative approach between forces.		
13. There is still a high degree of parochialism between forces and partners. This would require some cultural shift if true collaboration is to be achieved.		
14. There needs to be a single accredited training programme developed at a national level but delivered locally.		
15. There are definite economies of scale to be achieved through the outsourcing of certain back office functions either to other neighbouring forces or local public sector partners. For example, there are opportunities to deliver single IT support, HR and payroll functions that are currently replicated in all local public sector organisations.		
16. The new National Crime Agency needs to absorb the functions of all existing 'national' policing units to rationalise the landscape and act as a single point of contact for all national police functions. This should		

<p>include absorbing some of the functions currently delivered through NPIA which is to be phased out.</p>		
<p>18. There is still a weakness within police service culture in relation to working in partnership. This partly results from the reactive/responsive nature of law enforcement as opposed to strategic problem solving and partly due to a lack of ‘partnership’ training within national police training programmes. This is compounded by the problem of constant turnover as senior officers move on in order to be promoted. To introduce some sustainability, consideration needs to be given to the civilianisation of some key partnership focused roles that will drive through cultural changes and provide some stability of leadership for a longer term.</p>		
<p>Further Comments:</p>		

CHAPTER 5:		
<p>19. What more can the Government do to support the public to take a more active role in keeping neighbourhoods safe?</p> <p>20. How can the Government encourage more people to volunteer (including as special constables) and provide necessary incentives to encourage them to stay?</p> <p>21. What more can central Government do to make the criminal justice system more efficient?</p> <p>22. What prescriptions from Government get in the way of effective local partnership working?</p> <p>23. What else needs to be done to simplify and improve community safety and criminal justice work locally.</p>		
		AGREE
JM Response:	YES:	NO:
<p>19. The previous government introduced the concept of Community Crime Fighters. Take up nationally was poor. With the exception of a minority of community activists and active volunteers, the majority of communities still regard agencies such as the police and local authorities as responsible for keeping neighbourhoods safe. Some excellent initiatives involving communities in specific projects aimed at tackling local crime and anti-social behaviour have been developed through community safety partnerships. However, many of these have been funded through Government regeneration and neighbourhood renewal programmes.</p>		
<p>20. Special Constables provide the same powers as regular officers without the associated salary and oncosts associated with full time members of staff. A high proportion of Specials see this as a route to becoming a regular officer. However, this report talks about reviewing the pay and conditions of regular officers, which is likely to make them less appealing to new recruits. Without the incentive of attractive future long term career prospects, it will be difficult to incentivise young people to become Special Constables. Special Constables and volunteers should not be viewed as means to deliver policing “on the cheap.”</p>		
<p>21. Closer working between Criminal Justice Agencies has improved significantly with the implementation of the Prolific and Other Priority Offender Scheme, Local Criminal Justice Boards bringing partners together and more recently the addition of the Probation Service as a Statutory partner. However, the barriers to efficient working seem to occur through the inconsistency of messages coming from the Home Office on the one hand and the Ministry of Justice on the other. Better joined up working at the top level, will assist in strengthening what is already starting to prove successful in partnership working at local/delivery level.</p>		
<p>22. Paragraph 5.20 talks of stripping away “unnecessary prescription and bureaucracy” and “repealing some of the regulations” for CSPs while retaining the “helpful core statutory duty” - presumably this is Section 5 (requirement to work in partnership) of the Crime and Disorder Act. However, some obligations on statutory</p>		

<p>partners eg Section 17 (mainstreaming) and Section 115 (data sharing) need to remain and in some ways would benefit from being strengthened. In difficult economic times, it could become too easy for agencies to axe those services which are not protected by statute. However, the contradiction of different performance measurement regimes eg LAA, BSC comparator etc do hamper local delivery and therefore a less bureaucratic means of monitoring the activities and value of CSPs would be welcome.</p>		
<p>23. Community Safety Partnerships have come a long way since their establishment under the Crime and Disorder Act. There are now excellent examples of intelligence led multi-agency problem solving that have contributed to sustained National crime reduction performance. It would be disappointing if the expertise and good practice that has been developed is lost either due to public funding cuts or the perceived need for the new government to establish a completely new structure. Although the statutory requirement is for local authorities to work in partnership, the statute does not require them to have dedicated community safety staff. Based on the track record of many CSPs in delivering sustainable solutions to community safety problems, short term saving derived from abolishment of this structure would soon result in medium and long term overspend as the cost of rising crime and anti-social behaviour will impact again on other services' budgets. In order to improve on the CSP structure, there needs to be greater dialogue between government departments eg Health, Education , CLG and Home Office to ensure that a consistent message is given in relation to the contributions of those charged with delivery at the local level to the CSP agenda.</p>		
<p>Further Comments:</p>		



Decision Session – Executive Leader

7 September 2010

Report of the Director of Communities and Neighbourhoods

Update on Capable Guardian Scheme**Summary**

1. The purpose of this report is to update the Executive Leader on the progress of the Capable Guardian scheme.

Background

2. The Capable Guardian scheme is about partner organisations working together to act as the 'eyes and ears' within the community, to address and prevent anti social behaviour, and to improve public confidence. Whilst some of this work is already happening, the actions, and the sharing of information to address and report anti-social behaviour are not fully coordinated. The Capable Guardian scheme aims to improve this and thus build safer, stronger communities, and to improve public confidence.
3. A pilot was run in the Westfield ward in April 2008. The pilot was evaluated by the Safer York Partnership (SYP) team. The results of that pilot indicated that:
 - a. Overall the Capable Guardian scheme had been received extremely positively by the community.
 - b. The Capable Guardian scheme had achieved visibility in the Westfield area.
 - c. Monthly meetings provided a clear focus for the partnership working at ward level.
 - d. Issues were dealt with more promptly as those involved in each service area could share information and discuss options to resolve problems.
 - e. There was stronger partnership working between ward based agencies.
 - f. There were improved communication at ward level.
4. The Capable Guardian pilot scheme was widened to include the neighbouring wards of Dringhouses and Woodthorpe in December 2008.

5. A decision to extend the Capable Guardian scheme to other areas in the city that have high incidences of anti social behaviour, and to provide temporary resources to assist with this initial work as part of the PREVENT co-ordinators role was taken by the Crime and Disorder Reduction Partnership (CDRP) (Safer York Partnership Board) at a meeting on 14 December 2009.

Extension to other areas of the City of York

6. The Capable Guardian scheme will be maintained in Westfield, Dringhouses & Woodthorpe and will be rolled out to 4 other wards with high incidences of anti Social behaviour during 2010. These are Clifton; Guildhall; Heworth; and Hull Road.
7. The nominated Capable Guardians from each service area within the council and partners are:
 - Environmental Protection Unit
 - Neighbourhood Management officers
 - Youth Services
 - Estate Officers from Housing
 - Local Councillors
 - Group Response
 - Mediation Services

Working in partnership with:

- Police safer neighbourhood team
- NY Fire and Rescue
- Local school head teachers

Progress

8. The Capable Guardian schemes are at different stages of being established.
9. Westfield, Dringhouses and Woodthorpe, Heworth and Clifton schemes are now in operation. Guildhall and Hull Road have had initial meetings and are currently in discussion with the Capable Guardian partners in order to determine how the scheme will be managed.

Consultation

10. Consultation and discussions have taken place with all the respective Ward Councillors, Police, Neighbourhood Management officers, Housing, Street Environment officers, Environment Protection Unit officers and SYP. Due to the nature and characteristics of the anti social behaviour experienced within each ward and existing and preferred methods of dealing with issues, the Capable Guardian 'model' of operation is not intended to be prescriptive. The operation of the scheme will vary in format between wards according to locally agreed preferences, the key element being the way partners work together and achieve outcomes.

Monitoring / Evaluation

11. The monitoring of each Capable Guardian scheme at ward level will be undertaken by each Capable Guardian group against locally agreed priorities.
12. The 'actions' and outcomes will be reported by the respective groups to the SYP anti-social behaviour co-ordinator, and the outcomes will be evaluated annually. Surveys will be developed to give an indication of whether the scheme has influenced the levels of public confidence in the local authority and police working together, (a key national performance indicator).

Corporate Strategy

13. The Capable Guardian Scheme supports the 'Safe City' element of the corporate strategy.

Implications

14. **Financial Implications:** There are no financial implications.
15. **Human Resources:** The rollout of Capable Guardian is being led by the PREVENT co-ordinator as part of that officer's remit. This post terminates in November, and as such a key element of the implementation is that the wards which have adopted the scheme are able to take ownership of it, and provide resource within the existing ward partnership framework so as to ensure it is self sustaining
16. **Equalities:** There are no equalities implications
17. **Legal Implications:** There are no legal implications
18. **Crime and Disorder:** There are no crime and disorder implications
19. **Information Technology (IT):** There are no IT implications
20. **Property:** There are no property implications.

Risk Management

21. There are no risks associated with this paper.

Recommendations

22. The Executive Leader is asked to note the report.

Reason: To keep the Executive Leader informed of the progress of the Capable Guardian scheme.

Contact Details

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Communities & Neighbourhoods

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Chief Officer Responsible for the report:

Andy Hudson
Assistant Director
(Neighbourhoods & Community Safety)

**Report
Approved**



Date 18 August 2010

Wards Affected:

Clifton
Dringhouses and Woodthorpe
Guildhall
Heworth
Hull Road
Westfield

For further information please contact the author of the report

Background Papers:

Capable Guardian scheme report to CDRP Board on 14 December 2009.

Annexes:

None.

DECISION SESSION – EXECUTIVE LEADER

TUESDAY 7 SEPTEMBER 2010

Annex of additional comments received from Members and residents since the agenda was published.

Agenda Item	Report	Received from	Comments
7	Update on Capable Guardian Scheme	Cllr R Potter	<p>I have found that the roll out of the capable guardian scheme into Heworth, Hull Road, Clifton and Guildhall has failed to recognise that these Wards have been working effectively with all Council Departments, the voluntary sector and the Police to tackle relevant issues as they have arisen for a number of years. We have used a problem solving plan approach using the SARA model to identify responses with great effect.</p> <p>The people who have been working successfully in these wards have felt that their previous work has been undervalued and that this scheme failed to recognise what was already going on. It has been a top down approach with no consolation with the people who are actually doing the work on the ground.</p> <p>These concerns were shared by former Cllr Roger Pierce who in his resignation letter pointed this out to the Chief Executive.</p>

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