



30th January 2018

Local delivery proposals for the Stockton-on-Tees Local Authority area

Summary of Proposal

1. Stockton is the second largest scheme with a 25% indicative share of the delivery targets and will offer the Routes to Work service to a minimum of 625 individuals, from community hubs across the borough, including a number in central Stockton, Billingham, Roseworth and Thornaby areas. All Routes to Work activities will be delivered in conjunction with wider existing services including Housing Gateways, Public Health, the Youth Employment Initiative team, Adult and Community Learning, and the STEPS Service for people with learning difficulties and disabilities.
2. Other voluntary, community and social enterprise sector organisations will be involved in the local partnership, which could include, for example, the Thirteen Group, Northstar Housing, Step Forward Tees Valley and Stockton District Advice and Information Services. This could include opportunities for 'hot-desking' and sharing of accommodation to maximise distribution and referrals, whilst building strong professional services between staff, often supporting the same individuals.

Overall Delivery Model

3. The model will provide a different and more intensive level of support to people facing greater barriers than has been delivered previously, but will take good practice from other successful local initiatives, such as, the Communities Fund (Working Neighbourhoods Fund), the First STEPs and STEPs to Employment (Learning Disabilities), the Community Learning Mental Health pilot and Troubled Families.
4. Stockton will operate a 'hub and spoke' approach, with a central hub managed by a project coordinator, co-located of key workers, support workers and specialist workers. The central hub will be the single point of contact for referrals from Jobcentre Plus and other agencies. The spokes will help to join up employability support with their own specialisms for individuals, for example, learning difficulties and disabilities, mental health, homeless and offenders.
5. The delivery model offers personalised tailored support, rather than a 'one size fits all' model. For the long term unemployed and those with health conditions, the journey into work is likely to take time and a significant amount of intensive support. The relationships forged between key workers and individuals themselves are important to having a sustained impact. It will be a holistic,

person centred support programme with caseloads for each key worker to remove complex and multiple barriers to education, employment or training.

6. As a result, this service model allows for better collaborative joined up delivery and supported cross referral of customers to other appropriate existing provision, providing a seamless holistic service for the user, adding value to all programmes, addressing shortfalls in provision and above all avoiding duplication.
7. A key element of the delivery is to further develop an innovative service model that engages with a variety of people from a diverse range of backgrounds that currently do not actively participate in mainstream provision. Delivery will effectively address the needs of those individuals by offering flexible delivery, tailored to individual need, inspiring and empowering individuals to achieve their potential and move into work.

Delivering a holistic service to the individual.

8. All individuals will have a robust and comprehensive initial assessment or diagnostic interview, which will be undertaken as soon as possible once engaged/referred, but certainly within the first two weeks. This information will be documented to highlight barriers to employment and individual learning/training/soft skill needs. Additionally, an English, Maths and ICT initial assessment will be undertaken where required to establish any further skills needs. The results of these assessments will form the basis of an Individual Action Plan (IAP).
9. The IAP will highlight and describe the support and journey needed to successfully enter the labour market and establish some SMART goals for the individual to work towards. In all cases this will be a living document and clearly linked to regular reviews. As this is a person centred intensive support model appointments to review and update the IAP will be carried out at regular intervals, this will be dependent on the level of support required by the individual and agreed between the individual and the key worker. This could be on a daily, weekly or fortnightly basis based on need.
10. The key worker will help to remove barriers directly or by 'supported signposting' or 'warm handovers' to other experts where they are unable to address issues directly themselves. This has already started with residents who access the Council's social fund 'Back on Track' better supported with an overall holistic approach by allocating a key worker.
11. Support will be available to help individuals acquire and/or update work-related skills to enable them to get a job. This element of delivery will include:
 - Help for those people disadvantaged in the labour market, to gain the soft and occupational skills needed to get a job.
 - Embedding English, Maths and ICT skills support throughout the delivery of provision in relation to occupational/sector specific requirements;
 - Delivering training which provides employers with a supply of employees who have the skills relevant to their business and thus enables

unemployed/in-active people to be placed into jobs, for example, sector based work academies and pre-employment training.

- Access to allow individuals to gain qualifications and licences required to move either directly into work or closer to the labour market. This could cover all occupational areas and sectors, but will focus on the TVCA SEP priority sectors.

12. A critical element of the delivery model will be the employer engagement/ brokerage. It is the intention to follow the same key worker person centred approach with regards to employer engagement. This will address the gap between supply and demand by utilising the knowledge of local labour market trends, local intelligence and through brokering local relationships with businesses and business networks.

13. All of the key workers will be expected to have a good knowledge of the local labour market and will work together to gain a better knowledge and understanding about the individuals on the pilot and their requirements and aspirations. They will be required to utilise their own business contacts and that of other teams and organisations, such as the Business & Enterprise Team in the Council, Jobcentre Plus and commissioners. They will actively promote those job ready individuals to businesses to ultimately secure sustainable employment, but the individual may have to be prepared to undertake voluntary work or work experience before obtaining the job. Developing the necessary working relationships with key stakeholders will be crucial to the success of this work and the key workers will be required to work closely with Jobcentre Plus to access the latest vacancy information and opportunities for upskilling through, for example, Sector Based Work Academies and other pre-employment training.

Working with local partners

14. Key to the success of further developing these internal working relationships will be the appointment of a project coordinator to oversee the project management and delivery of the pilot in Stockton and to forge better and shared knowledge and understanding of working practices across all associated teams.

15. Communication will play an important role to ensure that internal teams work together to develop stronger partnerships and provide a less fragmented approach for the individual. The project coordinator will establish strong working relationships with teams across the employability agenda to ensure that all teams are joined up to supporting people in to work.

16. Relationships have been developed with the Housing Welfare and Benefits team who administer the Council's Back on Track Fund and this is another avenue for referrals of eligible recipients of the social fund to be allocated a key worker as part of the application process to help support the individual or family through these difficult times and provide the holistic service we aspire to.

17. The Pilot will work closely with local Jobcentre Plus offices in Billingham, Stockton and Thornaby where there is already a good working relationship with advisors involved with the Troubled Families initiative and would expect a similar

relationship with advisors in the Jobcentre. This could include shared accommodation, co-location or drop-in surgeries to meet the needs of the residents and that of both organisations.

18. The Council's Housing Gateway team works directly with people who have presented themselves as homeless and with a number of Supported Housing providers. This will be an ideal opportunity to work with a key worker to offer this service.
19. Following initial discussions with the Council's Public Health team and understanding the wide ranging health services that have been commissioned, the benefits of integrated services can clearly be seen. This is most evident with the drug and alcohol services where an element of employability is required. A similar approach will be adopted with the Clinical Commissioning Group commissioned services who provide a variety of mental health support.
20. As part of the delivery model there will be a multi-agency operational group, chaired by the project coordinator that will meet on a monthly basis to share good practice and also where appropriate to discuss individual cases to decide the best course of action for each person. This has worked well with an Employment, Education & Training Clinic for Looked After Children and NEET young people who have multiple hurdles to overcome. Therefore, there is no reason why this would not work with an older age group. The team will also work closely with VCSE organisations who are who are currently engaged with some of the hardest to help, e.g. through food banks, Job-clubs and financial debt advice.

Location of services including community based support

21. There are a number of premises available, most located within local communities where teams will be able to work together and enhance the offer for individuals. The Council are currently looking at the options of establishing an integrated 'one stop shop' information and advice hub on Stockton high Street, which would be used to accommodate some of the staff from the LA as well as external agencies. It would offer the ability to co-locate with other public services and key stakeholders, such as Jobcentre Plus, housing providers, Stockton District Advice and Information Service, with the opportunity for 'hot' desks, drop-ins, shared services etc. This co-location will help to build strong professional relationships between staff, often dealing with the same individuals, and will also prevent any likelihood of people getting 'lost' between organisations.
22. There are also a number of spokes that will be used to accommodate staff across the Borough and in local communities, to ensure that there is good coverage of the service throughout the area. Some initial discussions have taken place with organisations that have a track record of moving people closer to the labour market and in to employment. These are located within their communities and are well respected and trusted by the residents. There is clearly an appetite from these agencies to work closely with the Pilot.

Other features of the Stockton-on-Tees Service

23. Where appropriate, the aim is to source all employability services from existing contracts which are already funded. This could include ESF, such as Skills

Support for the Unemployed or Adult Education Budget provision or other commissioned services through Public Health and CCG etc.

- **Flexible Funding** - Access to a Flexible Fund will also be critical to help and support the removal of barriers that are not funded elsewhere, which must be immediately responsive and not bureaucratic. Activity must be deemed necessary to achieve a sustainable job outcome and any individual tailored provision must be justified not otherwise available.
- **Key Workers/support workers** - will deliver a person centred approach to support complex needs of individuals. The relationships forged between key workers and the individual themselves are important to having a sustained impact on navigating the employability system. The key worker will help to navigate an often fragmented system and provide a holistic support network for the time while an individual is both out of and in work. It is envisaged that two key workers will be in post in April 2018 and the other three will start in October, depending upon the level of performance and the number of referrals received.
- **Single Point of contact** – The Central Hub will be the single point of contact for referrals from Jobcentre Plus and other agencies, however, it is also expected that existing LA teams will identify eligible people to join the programme.
- **Advocacy/brokerage with employers** - will be developed, to ensure awareness and analysis of labour market needs to assist appropriate job placements. Key workers will forge these links, working together with other public, private and voluntary partners to achieve the best for individuals. All key workers will be expected to undertake employer engagement working in partnership to gain a better knowledge and understanding about the individuals on their caseloads and their requirements and aspirations. They will then research the labour market and identify suitable opportunities for the individual. These may be existing advertised positions or where the individual can be actively marketed to a specific business as they have the necessary skills the employer is likely to be looking for.

Discussions have also taken place with the Thirteen Group, one of the largest social housing providers who have developed their Discovery Programme to help source and recruit temporary staff for the organisation as well as for their supply chain.

Within the STEPs service their key workers already undertake some of the employer engagement work and this will also continue where appropriate. The Learning & Skills team have a dedicated employer engagement advisor to support some of their existing contracts, but this advisor will also work alongside the pilot at no extra cost.

- **In Work Support** - Support for the individuals will not stop once they have started work. The key worker/support worker will continue to actively engage with the individual for at least 12 months after moving in to

employment. These reviews will be agreed between the key worker/support worker and the individual depending on level of need. This support will also be available to the employer who may require re-assuring at difficult times and encouragement to continue to support and invest in the individual. This provides support and feedback for both parties and will improve communication and increase mutual respect. Employers will also be supported through the transition to ensure that new employees settle in to their working environment. This will be undertaken by the key worker. Where more intensive support is required for certain groups, such as those with learning difficulties or disabilities. A number of key workers are trained in Training in Systematic Instruction (TSI) to develop work routines in a positive way to meet the employers' requirements.

- **Multi Agency Team** - this will create opportunities for stronger personal and professional relationships between staff of different organisations and is particularly important to create closer working relationships between key workers, ensure 'warm handovers' and therefore, better tailored support for individuals. Key advisors can foster a network approach by bringing together the different parts of the employability system.
- **CEIAG** -Individuals will be assessed as part of their initial diagnostic interview to understand the level of support needed to move them closer to the labour market. This will identify transferable skills and experience and support the individual by suggesting suitable and realistic opportunities.
- **Financial Advice/Money Management** -There is already a wealth of support available in Stockton which includes: Stockton Council Welfare Rights, the Stockton & District Advice & Information Service, Stockton Welfare Advice Network (SWAN) and the Tees Credit Union. In addition, the Council's Housing team offer the 'Back on Track' fund to support individuals that are in crisis. The key worker will identify any potential issues/concerns as part of the initial assessment and will have access to in work benefit calculations to help reassure individuals where they are concerned about leaving the security of their benefits.
- **Literacy, Numeracy and ESOL** -Each individual will be required to undertake an English, maths and ICT assessment to identify any further skill needs. They will then be encouraged to undertake further learning to enhance their job prospects.
- **ICT/Digital Skills** -With the ever increasing advance in technology many people who are disadvantaged are not able to keep up to date with technological developments, whether to claim benefits, apply for jobs or impress a prospective employer. Delivery will ensure that people engaged on the programme receive appropriate training to at least access those services that are managed digitally.
- **Referrals to specialist services**- Discussions have already taken place with the commissioners of some of the specialised health providers and for general health services including drug and alcohol and mental health

provision. The team are in the process of identifying what support is currently available to avoid any duplication and where this pilot can add value.

Stockton has recently commissioned its Housing Related Support to a number of organisations that provide secure accommodation for those most at need and will be developing strong working relationships to ensure people have access to all of the support that they require to move closer to the labour market. The model also includes using the Council's STEPs service (part of adult services) to particularly focus on those people with learning difficulties and disabilities and those with physical disabilities.

- **Employer Incentives-** Incentives have proven to be beneficial as part of previous initiatives where individuals are further from the labour market. Employers may be more prepared to take a risk employing an individual who is long term unemployed and with no recent work experience if they know they will receive some additional support over and above that of the key worker or employer engagement advisor.

Individuals and employers will be encouraged to access mainstream programmes, e.g. Work Trials, to give the individual the opportunity to prove themselves. However, there may be occasions where some additional resources are essential to provide supervision, buddying for a protected period of employment'. Where appropriate, opportunities will be sought to support those furthest from the labour market with real jobs (for 16 hours per week for a period of four months duration) to ease individuals back in to the world of work and to help build their confidence. This will also provide some recent work experience to go on to the person's CV. These opportunities would move people back into paid work, increasing their confidence and providing vital experience and a useful stepping stone into full employment and away from benefits.

Local Contact details

Lead Officer - Roland Todd
Position: Principal Employability Officer
Telephone 01642 526184
E-mail: roland.todd@stockton.gov.uk

Intentionally Blank for Printing



**TEES VALLEY
ROUTES TO WORK**



30th January 2018

Delivery proposals for the Middlesbrough Local Authority area

Summary of proposal

1. Middlesbrough has the largest indicative share of delivery for the Tees Valley Routes to Work pilot (26%) and will deliver their service to a minimum of 650 individuals. The team will work closely with other existing services, e.g. Public Health, Troubled /Stronger Families, Housing, Property services and Middlesbrough Inclusion Service. This will also include the voluntary, community and social enterprise sector, particularly the Middlesbrough Achievement Partnership and the 'Breaking Down the Barriers' project, which assists those with issues associated with homelessness. By using a network of existing Community Hubs and libraries where there are already engagement activities underway, they will attract residents who are most in need of help.

Overall Delivery Model

2. The Middlesbrough Routes to Work Team will include a Co-ordinator and a number of Key Workers who will offer individuals holistic support, both in their journey towards securing work and also throughout their first year of employment. The team will work with established partnerships both internally to the Council and externally within the voluntary, community and public sector. This will include cross referrals and also to provide access to specialist support services suited to address the underlying needs of individuals.
3. All participants will have a dedicated Key Worker allocated to support them throughout their time on the Pilot. They will receive quality, impartial careers information and guidance as well as attending an initial 'Exploring your Potential' session, either in a group or as a one to one dependent upon their needs.
4. The 'Exploring your Potential' sessions will focus on physical, mental, emotional, employment and social health. Individuals will complete a skills needs assessment and an action plan which will identify their aims, challenges and any barriers which could arise. This approach recognises that health and wellbeing are inextricably linked to unemployment and that our own sense of wellbeing is often the determining factor in whether we face the challenges of change and growth positively.

Creating a multi-agency approach –

5. Middlesbrough Council Routes to Work team will work closely with local partners who are already embedded within the heart of the community and delivering services to those who are disengaged from learning and employment. They will utilise services which are currently being delivered by the council and set up referral processes to engage those residents who are eligible. Where existing provision is needed but does not already exist, subcontracting of provision will be considered.
6. A wide range of internal and external partners will be available to support individuals to overcome any identified barriers on an ongoing basis, accessing the most appropriate training and ancillary support, and helping them to gain the skills and move towards sustainable employment. Named Key Workers will act as a consistent mentor, offering personalised holistic support throughout their time on the pilot, to keep them on the right track.

Delivering a holistic service to the individual.

7. Key Workers will offer a supportive relationship and will adopt the 'Exploring Potential' model when working with participants. This is based on 3 stages: Thinking, Getting and Keeping stages. This is a very simple approach but aims to put a structure to the process that they need to go through to effect a change in their life. This model is not a one size fits all approach and will be used flexibly to meet the needs of the participant.
8. The role of the Key Worker will be to support the individual through every stage of their journey (which could take 1-2 years) until they feel confident and independent. Frequent, one to one meetings (either face to face or by phone) will be essential within this overall process and will be held at regular intervals (as required) throughout the customer's time on the pilot.
9. A wide variety of supporting provision will be available to individuals to address their social, physical, mental, emotional and employment needs. The team have a strong and successful history of partnership working and are aware of the importance of collaboration when aiming to successfully deliver complex, many faceted projects. They have already identified over 20 partners who they work with on other initiatives and will continue to work with these organisations as well as others, to support the targeted learners within this pilot.

Working with local partners

10. Middlesbrough are confident that all of the partners working with them fully understand the type of challenges faced by this client group. They are well embedded in local communities and already engaging with the same client groups that the Routes to Work pilot will target. This multi-agency approach will ensure that they offer value for money and provision which is targeted, fills gaps but avoids duplication. This will ensure that the team use the strength of the various partners to engage and move people on within their own specialised areas. The group includes:

- Step Forward Tees Valley – For those with complex needs. Provision mapping will be undertaken to ensure non duplication of activity. The teams will work together to share good practice and develop joint working relationships to ensure learner needs are met across the town.
- Breckon Hill Community Centre –offers a range of Steps towards Provision with links to specific employers offering a guaranteed interview to participants.
- Savvy Hair and Beauty - Steps Towards working within the health and beauty sector, initially used as an engagement activity to develop sector specific skills and increase employability and awareness of Self Employment in the sector.
- NUR fitness – Offers ‘Confidence building through Fitness’ (for BME ladies) This initial engagement activity works with hard to reach groups.
- Middlesbrough Environment City – Offers a range of health related activities including home composting and healthy cooking skills, etc.
- Thirteen Group Housing – Already offer support for their unemployed or disengaged tenants. This could include a potential secondment opportunity for member of staff to support the Pilot.

Location of services including community based support

11. An office base for staff will be located within Middlesbrough Community Learning premises, however the majority of the delivery will take place within the community based hubs and libraries across Middlesbrough. These include:
 - The Live Well Centre - Middlesbrough
 - MCLS – Lodore Grove Acklam
 - MMX -Multi Media Centre

Individual features of the Middlesbrough service

Route-ways into specific sectors

12. Middlesbrough Council are already developing their ‘Steps Towards’ provision which has been developed in partnership with local employers. These courses will enable participants to explore a specific vocational area, gain experience and if successful they will be guaranteed an interview with an employer. Such route-ways are currently being developed in Care, Security, Cleaning, Hospitality and Construction.
13. These vocational route-ways are funded through Community Learning budgets and include 15 hours of learning as an introduction to the sector, on completion of which, those learners who have been identified as interested in moving on, will receive support through the flexible support fund to gain appropriate qualifications, cards, licenses etc. that would prepare them to move on into

sustainable employment (e.g. Security Industry Authority license, Construction Skills Certification Scheme, Food Hygiene, First Aid Awareness, etc.)

Advocacy/Brokerage support with Employers.

14. The Routes to Work team in Middlesbrough will work closely with employers and target participants who meet their needs. They are already designing 'Steps Towards' provision, in consultation with employers to ensure courses being delivered are tailored towards the needs and expectations of the businesses involved. Training needs analysis will be carried out to ensure that programmes developed clearly meet employer need.

In Work Support

15. The Routes to Work Pilot will include up to 12 months of 'In Work Support' for both individuals and employers. Awareness training will be given to Employers on a range of subjects including, mental health, disability, autism, etc.

16. Ongoing individual support will be provided to employees to ensure that they are developing the skills they need to continue in work and to cope with new or recurring challenges which might arise (e.g. recurring ill-health etc.) This will be identified through the ongoing relationship with the Key Worker and via progress reviews at 3, 6, 9 monthly interventions.

17. A training needs analysis (TNA) will also be offered to employers (using alternative funding) to address skills gaps in their current workforce. The Middlesbrough RTW Team will then work with employers to upskill current staff and increase numbers of entry level jobs available for new recruitment opportunities, ideally through the Pilot.

Local Contact details

Responsible Officer – Chris Kemp

Position – Head of Service

Telephone – 01642 811400

Email – chris.kemp@mcls.ac.uk



**TEES VALLEY
ROUTES TO WORK**



30th January 2018

Local delivery proposals for the Redcar & Cleveland Local Authority area

Summary of Proposal

1. Redcar & Cleveland has the middle range indicative share (20%) of the Tees Valley Routes to Work Pilot and will deliver the service to a minimum of 500 individuals. The service will operate from three geographically separate sites to cover a broader area of the borough. This will include Grangetown and Skinningrove Training and Recruitment Hubs, and Redcar Central Library. Other venues will include libraries and community centres for drop in sessions to meet customers. The team will operate alongside other agencies such as the community foodbanks, credit union and other existing teams, to maximise referrals and provide a more integrated service offer. This Pilot will work with residents of the Borough who are 30+ and recognised as hardest to help as they have multiple barriers affecting their chances of securing employment.
2. The Route to Work team will consist of a co-ordinator and a number of key workers, some of whom will concentrate on the engagement side, and others who will provide the holistic support and mentoring for individuals as they progress on the pilot. The team will also form a close partnership relationship with the Redcar and Cleveland Transformational Challenge Team (a multi-agency approach to community development) the Works Health Programme and Step Forward Tees Valley, who will all be represented on the local steering group for the Pilot.

Overall Delivery Model

3. Delivery will start in January 2018. The model to be used includes a team of Key Workers made up of a combination of either Engagement Officers or Mentors. The team will start with 1 FTE Engagement Officer and numbers will gradually increase to three as the volumes of customers increase. Initial referrals will be seen by the Engagement Officer, who will assess the needs and agree the individual learning plan with the client.
4. The Engagement Officer will be skilled to determine the specific needs of the individual and will agree with the client a plan of action and a personalised package of holistic support, which will be documented. Similarly, the pilot will also start to recruit in January for 3x further Key Workers who will act as 'Mentors' and as the number of referrals increase, the number of mentors will potentially increase to 6. These decisions will be based on the volume of clients and will be made at regular project review meetings.

Delivering a holistic service to the individual.

5. Once an initial, holistic assessment has been completed by an Engagement Officer (qualified to give advice and guidance) and an Individual Learning Plan agreed, the client will be introduced to a mentor who will support the client each step of the way through the agreed development plan.
6. The role of the mentor will be to support the individual through each stage of the agreed action plan and to move them closer to employment. Where progression into employment is achieved, the support will be ongoing, until by mutual agreement it is no longer required. The Mentors will work with the client and follow the agreed process (the customer journey as agreed by the project operational team), logging all activity on an Individual Learning Plan and onto the 'Hanlon' recording and reporting system.
7. The mentor will:
 - Offer ongoing support through regular meetings, with the client and / or support agencies as appropriate.
 - Utilise the provision of partners in areas of specialism, for personal development, such as confidence building, social skills and vocational training.
 - Offer advocacy support between employers and their mentees to ensure a smooth transition and sustainable move into employment.
 - Have access to a flexible fund to support with training, clothing, tools, and travel and/ or to remove any other barrier to the transition into work.
 - Considering the sometimes complex transitional needs of clients moving from long term unemployment into employment, an employer may find it necessary to make allowances in the workplace to accommodate such needs. In recognition of this and where appropriate, employers may be given financial support towards these costs.
 - On-going reviews between the individual client's engagement office and mentor will take place to inform progress and make changes to the ILP as appropriate and to sign off ILP as completed.

Working with local partners

8. The team will work closely with a range of key partners both internal & external who are already active in the Borough, some of whom have specialist provision to support individuals in specific areas e.g. mental health drug & alcohol dependencies, ex- offenders, BME/ESOL required, disabilities, to overcome identified barriers.
9. They will work closely with the Transformational Challenge team whose partners include Cleveland Police, Cleveland Fire Brigade, Redcar & Cleveland Voluntary Development Agency, South Tees Clinical commissioning group, Carers Together, and Coast & Country Housing.

Through their own network of partners, these organisations support residents by addressing the complex range of issues that often need to be addressed, before a client can be considered ready for employment.

10. The team will also work with:
 - a. Adult Education team to deliver appropriate learning packages to meet the client's needs and support their personal and vocational development.
 - b. The Business Growth and Planning Teams to identify potential employment opportunities with local businesses.
 - c. All departments of the Council to develop opportunities for volunteering, work placements and work experience to give clients the opportunity to try working in the work environment that best meets their personal aspiration.
 - d. The North East Health and Works Project and with the Step Forward Tees Valley Project, both of whom have an established strong network of partners who offer clients support into employment due to mental and physical barriers and develop their social and vocational skills and confidence, by making a contribution to positive and lasting change in a client's life.
 - e. The National Careers Service, Job Centre Plus, Training Providers, Coast and Country Housing, Redcar and Cleveland College and TTE to build on the successes they have had in the Grangetown Hub in the west of the Borough. The Hub offers a single point of contact for residents looking for training and employment support from a range of providers, who share the facilities in the building.

11. A new Training and Employment Hub is being established in Skinningrove, with satellites across East Cleveland towns and villages, to expand and build upon the current successful offer developed in Grangetown and all partners will be encouraged to engage with the Routes to Work Pilot. This is being developed in partnership with The Big Local community project, to create strong links with community groups across East Cleveland. Additionally, there will also an offer in central Redcar based on the model operating in Grangetown.

12. All of these areas have relatively high levels of unemployment and deprivation and the three main sites are easily accessible to clients to provide them with the support they require in our aim to deliver locally in the neediest of communities. The Council team have developed strong relationships with some large employers and will be developing opportunities for customers to have work trials and work experience opportunities.

Location of services including community based support

13. Redcar and Cleveland Borough falls into three distinct geographic areas.
 - a. In East Cleveland the prime location will be the Skinningrove Hub. This is a community centre with, IT suite, training rooms and small meeting rooms for 1 to 1 work, which already host a range of local partners including credit union, foodbank and Citizens Advice. The team will

also use rooms in village halls, local libraries and other local public venues as appropriate. This will allow the partnership to offer provision at the coal face across the rural communities across East Cleveland.

- b. In Redcar (Central) the team will use Redcar Library and other community venues as appropriate.
- c. In the West of the Borough (Greater Eston) the team will use the Grangetown Hub. This is a community centre in the Heart of the most deprived ward of Grangetown, to utilise IT suite, training rooms and small meeting rooms for 1 to 1 work.

14. Whilst three specific locations have been identified, the Redcar and Cleveland team will be mobile and expect to meet with clients in a range of local community venues, including village halls and libraries. All training providers will be required to make every effort to deliver courses in local community venues close to the point of need.

Other features of the Redcar & Cleveland service

15. **In Work Support** -Once the individual has moved into work monitoring of sustainability will take place at the 3,6,9 and 12 month stages. However throughout that period, Mentors will continue to provide ongoing contact as required, offering advocacy/brokerage support for both the individual and employer for the first 12 months of employment. This will also include direct links to further support services should they be required.

16. **Local Steering Group** - Senior representatives from Step Forward Tees Valley, Transformational Challenge and Works Health Programme and Coast & Country Housing have all accepted our invitation to form a Steering Group for the Redcar and Cleveland Routes to Work Project. This approach will not only ensure that we avoid duplication, but maximise the support and opportunities we can jointly offer our residents through working in partnership. The Steering Group will meet monthly.

Local Contact details

Lead Officer - Graham Hubbard
Position: Lead Advisor Routes to Employment
Telephone 01642 444326
E-mail: graham.hubbard@redcar-cleveland.gov.uk



**TEES VALLEY
ROUTES TO WORK**



30th January 2018

Local Delivery proposals for the Hartlepool Local Authority area

Summary of Proposal

1. Hartlepool has the second lowest indicative share of the Tees Valley Routes to Work Pilot (16%) and will deliver their service to a minimum of 400 individuals. The Hartlepool delivery model is based on a core team of employment advisers and employer engagement specialists led by a Routes to Work Co-ordinator. Staff will operate predominately from Community Hubs, including Hartlepool Enterprise Centre and a new mobile hub, but will also go out to a number of community based venues across the town. Referrals will be received from the community based organisations and multi-disciplinary locality teams as well as from Jobcentre Plus, grass roots community organisations and also from mainstream partners such as Public Health. There will also be a local multi-agency steering group to monitor progress and ongoing relationships with wider services.

Overall Delivery Model

2. The overall delivery model that is planned for the Hartlepool area is based on previous successful delivery of programmes that have supported unemployed adults with multiple and complex barriers to employment such as the ESF Families with Multiple Problems programme (FamilyWise).
3. Employability Key Workers from the Routes to Work Team will be embedded within multi-disciplinary and multi agency teams at a universal level through Hartlepool's Community Hubs and at a targeted level as part of locality based teams around vulnerable families and households which broker bespoke support from specialist voluntary organisations and staff as well as partner agencies e.g. housing and mental health services. The Employability Key Workers will ensure focus and strengthen capacity in co-ordinating efforts to remove barriers to work.
4. The team will offer a broad range of support including their graduated 'Three steps to employment' programme which has been used successfully in the past and is flexible enough to help those with the greatest need and will also be

tailored to meet individual customer needs and challenges. It is proposed that the Routes to Work staffing model for Hartlepool will include:

- Highly skilled and dedicated employability staff to enhance the core offer to unemployed adults, learners, the community and businesses. The development and implementation of a dedicated Routes to Work Team utilising existing Hartlepool Borough Council Staff staff and where necessary seconding staff from specialist teams.
 - Employment Engagement Advisers to engage with, incentivise and support employers to offer bespoke opportunities to customers including sector based route-way programmes.
 - When fully operational the team will incorporate a Project Co-ordinator, 3 X FTE Key Workers, 2 X FTE Employer Engagement Officers and 1 X FTE Finance and Admin Officer. There is scope to review this as the pilot evolves and referrals increase or generate the need to bring staff with specialist experience, e.g. on secondment.
5. Engagement will be with hard to help customers consisting of priority groups such as people with learning disabilities, mental health problems, long term limiting illnesses, unemployed adults aged 50 plus, lone parents and the long term unemployed.
 6. Referrals will be sourced directly from Community Hubs, multi-disciplinary locality teams and other key stakeholders such as Jobcentre Plus and grass-roots community-based organisations, particularly those based within marginalised communities and unemployment hotspots.

Delivering a holistic service to the individual.

7. All customers registered onto the Routes to Work pilot will receive a named specialist Key Worker allocated based upon an individual's need. The Key Worker will carry out a comprehensive Careers Education Information Advice and Guidance interview, Functional Skills Initial Assessment, Diagnostic Skills Assessment and a wider multi agency assessment of specific barriers to work.
8. The Key Workers will have proportionate numbers of customers on their caseload, based on the challenges and barriers to employment that some individuals face and who require intensive support. The Key Worker will contact the customer at least once per week to help the individual meet the requirements of the action plan, however, contact will also need to be proportionate based on each customer's need. Key workers will also provide 1:1 mentoring and intensive CEIAG.
9. The Key Worker will be responsible for developing the First Steps Programmes facilitating and organising bespoke training whilst simultaneously addressing the barriers specific to the individual and where applicable refer them to specialist provision such as Talking Therapies. We recognise the fact that customers with more complex needs will be engaging on their own person centred plan working with their key worker and other specialists to address their specific needs before progressing onto the generic provision.

10. Previous experience in working with this cohort of customers has enabled us to take the holistic view that one size does not fit all and it can take some considerable time and effort before the customer is able and ready to fully engage with any service offered.

Working with local partners

11. The overall programme will be delivered through a multi-agency approach. This will include all elements and individual features being linked and incorporated into existing multi-agency teams and partners such as our Children's Centres. This will help to prevent duplication and draw in other appropriate services, to ensure that a holistic offer can be provided to the customer, thus overcoming all barriers to work.
12. Key Workers will be deployed to work within the Borough's multi-agency teams and Community Hubs which already have specialist services such as Benefits and Housing Advice. The enhancement and expansion of existing Job Clubs, bespoke personal, social and employability programmes developed by Adult Education, further employer route-ways created greater access to Volunteer Hartlepool and Functional Skills and English for Speakers of Other Languages programmes delivered.
13. A multi-agency Local Steering Group will monitor progress of the pilot and ongoing relationships with wider services

Location of services including community based support

14. Staff will operate predominately from Community Hubs, including Hartlepool Enterprise Centre and a new mobile hub, but will also go out to a number of community based venues across the town.

Individual features of the Hartlepool service

15. The 'Three Key Steps to Employment' programme will include:
 - **First Step Programme** will provide a focus on the customer's Personal Development. Workshops will include themes such as coping with anxiety and depression, setting personal goals, improving self-esteem and developing resilience. This programme is designed to develop confidence and provide them with the tools to encourage them to move into other training programmes such as Money Management, Mindfulness, Literacy and Numeracy and Employability Skills depending upon the needs of the customer.
 - **Second Step Programme** will offer bespoke accredited training based on the needs of the customer and employer, i.e. HGV Licence, Forklift
 - **Third Step Programme** will provide specific employer route-ways with guaranteed interviews and sheltered work experience which will be developed in consultation with employers and bespoke self-employment programmes that will be linked to live job vacancies and apprenticeships.

16. Customers will also have access to flexible funding to pay for items such as specialist training or services that remove barriers to employment, e.g. Childcare, travel, tools, interview clothing etc. Incentives will also be considered for employers who agree to take certain customers who would not be able to secure appropriate work related experience without a contribution to the costs involved. This could include permitted earnings for those who are the most disadvantaged within the labour market.
17. Where necessary, the Routes to Work Project Co-ordinator may need to approve spot purchasing of specialist training or services that support an individual into sustainable employment. Decisions will depend upon individual need and any agreed parallels across Tees Valley.
18. Key workers will also provide Advocacy/Brokerage with employers and In Work Support for the individual and employer for at least one year after they enter into work, with direct links to Adult Education's Pastoral Support Service. Monitoring of sustainability will take place at the 3,6,9 and 12 month stages once the person has moved into work.

Local Contact details

Lead Officer - Patrick Wilson
Position - Learning and Skills Manager
Telephone 01429 868616
E-mail...Patrick.wilson@hartlepool.gov.uk



**TEES VALLEY
ROUTES TO WORK**



30th January 2018

Local Delivery proposals for the Darlington Local Authority area

Summary of Proposal

1. Darlington has the smallest indicative share of the Tees Valley Routes to Work Pilot (13%) and will deliver their service to a minimum of 325 individuals. Staff will work closely with other existing service providers including Early Help services, Troubled Families, Housing, Benefits, Education, Learning and Skills, Public Health, Anti-social Behaviour services and other teams within the Council. Together this will offer a holistic service, working alongside the voluntary, community and social enterprise sector, external providers and employers.

Overall Delivery Model

2. The Darlington delivery model is based upon a hub approach, with staffing comprised of a Project Co-ordinator and a team of four key workers and admin support. Key Workers will provide one to one support for customers, maintaining regular contact with other service providers who are working to support the individual. This could include group settings and on a one-to-one basis. This unit will add value to existing services and partnerships across the borough. Line management will be provided by the DBC Temporary Head of Youth Offending and Anti-Social Behaviour Services and oversight of the project will lie with the Darlington Health and Wellbeing Board.

Delivering a holistic service to the individual.

3. The Key Workers will work closely with Early Help services, including the Troubled Families project, Housing, Benefits, Education and Learning and Skills, Public Health and other teams within the council, to provide an integrated service. Acting as a hub, the team will accept referrals from other teams, to supplement existing services with employability support, as well as referring programme participants to other services within the council (where their initial assessment has identified this as likely to be beneficial). By acting as a central hub for all local authority teams, this model will deliver a full, holistic and wraparound service that meets all of each participant's needs and therefore maximise the likelihood of a positive outcome.
4. The Key Workers will act as a single point of contact for the local authority for participants. In addition, because it is envisaged their information will be recorded on a case management system accessible by other local authority teams. This

will ensure participants will not have to have repeat conversations multiple times with different officers when referred between teams and, therefore, will be more likely to engage with the programme in the first place and less likely to drop out.

Working with local partners

5. A focussed team of staff will be recruited by the local authority to deliver this project under a single management structure. Where possible, Key Workers will be recruited from existing local partner agencies, including the council, to ensure the existing strong working relationships continue and are utilised to full effect, both internally and with external partners. This team will work closely with existing local authority services and third sector organisations to broker multi-agency support, refer and take referrals, and monitor individuals' overall progress to ensure the project is a success.
6. The Key Workers will engage with a range of external partners to deliver multi-agency support to participants, coordinated through a single team and management structure. The Project Co-ordinator will also link closely with their counterpart on the Youth Employment Initiative (YEI) programme, along with any other employability projects already in operation, including Step Forward Tees Valley, to share good practice, key contacts and lessons learnt, to ensure that the project is not duplicating existing provision, and that existing services and processes are fully utilised.
7. The local authority already has good links and partnerships in place with a wide variety of local agencies, including Job Centre Plus, Health, Police, Probation and other partners, and will utilise these relationships to develop and coordinate multi-agency support for the programme, including using existing groups and networks to advertise the project to partners and to provide them with an overview of its aims, scope and model.
8. The project will also link with the local Voluntary and Community Service organisations, including the local Strategic Implementation Group – a collective of local third sector organisations- to ensure Darlington Credit Union, Darlington Association on Disability (DAD), Mind, Darlington Citizens Advice Bureau, 700 Club, Morrison Trust, First Stop and Groundworks UK, amongst others – a number of which are already council-commissioned support providers – are aware of the project, and how and when to make and receive referrals.
9. Where a participant is receiving support from more than one service or provider, the Key Worker will maintain regular contact with that service provider – in addition to the participant – to monitor and record progress.

Location of services including community based support

10. It is envisaged that staff will be based within a Council property in the heart of the Town Centre Marketplace. The team will also have agile working capabilities through the use of tablets and mobile phones, which will enable them to work

from multiple venues across the borough such as local training centres, Early Help offices and Job Centre Plus.

Individual features of the Darlington service

11. **Initial Assessment** - Each participant will undertake an assessment to identify their barriers to employment which could include past offences, health issues and/or disabilities or a lack of skills. The information gathered from the initial assessment will allow the participant's Key Worker (details below) to set meaningful SMART objectives, identify their key barriers to engagement and match them to suitable local support and opportunities.
12. **Key Workers** – Following the initial assessment, participants will be referred to a Key Worker, who will adopt a holistic approach, from initial meeting through to, hopefully, in-work support. Key Workers will be expected to have good working knowledge of the local support offer. They will use their experience of supporting participants and knowledge of local services to broker the best possible local support package for participants, from support services to volunteering, work experience and employment opportunities.
13. **Careers Education Information Advice and Guidance (CEIAG)** – Individuals will receive a skills needs assessment and impartial careers advice interview. Should this assessment identify significant skills gaps, then as part of their overall package of support, the Key Worker will refer the participant to the council's Learning and Skills team or other appropriate provider, where they will work with a CEIAG qualified officer to identify transferable skills, match the participant to realistic local labour market opportunities, and create a learning package for them to follow. All participants will receive a further CEIAG interview a minimum of every 6 months.
14. **Advocacy /Brokerage Support** – Employer engagement will be undertaken by the Key Workers, supported by the Project Co-ordinator, as part of the holistic offer. The project will also utilise existing local links into employers such as through the Council's Economic Growth team and the Darlington Partnership, to identify suitable employers and attract local businesses to sign up.
15. **Employer Incentive Funding** – Where required to cover costs for additional resources to support certain participants with significant barriers to work, a financial contribution may be considered to encourage the employer to take on a particular participant. Any additional support required, and the monetary cost of this support, will be identified during the participant's ongoing assessments and these costs will be highlighted and considered as part of the employer brokerage process.
16. **Flexible Fund** – Key Workers will help participants access the flexible fund for associated costs such as childcare, interview clothes and travel etc. Guidelines will be agreed to cover the whole Tees Valley pilot, however the fund will be administered locally.

17. **Tutor Support** – Where appropriate, dedicated specialist tutors will provide 1:1 and small group work focussing on preparing individuals for work by covering topics such as ICT, English, maths, money management and budgeting, confidence building, CV writing, interview preparation, volunteering and bespoke mental health courses for anxiety, stress and low mood. Where necessary, Key Workers will also be responsible for brokering specialist external support or qualifications such as CSCS, Door Security etc., using centrally held funding.
18. **Additional Services.** Where the Council is unable to offer support, either in-house or via its commissioned providers, and/or participants do not meet the eligibility criteria for free of charge services from external providers, the team may need to utilise funding for procurement or spot purchase services i.e. where Learning & Skills is unable to offer specialist courses such as the Construction Skills Certification Scheme, Door Security or participants do not meet the eligibility criteria for free mental health support.

In work support

19. Key Workers, who will have already built up relationships with both the participant and the employer, will continue to provide support once employment starts through a mix of site visits, telephone and text contact, with both the participant and the employer. As before, where any additional needs are identified once the participant is in work, which require referral to another service or provider, the Key Worker will make this referral. The level of support will be tailored to suit the employer and the participant but, as a minimum, will include regular contact for the first three months, continuing for up to 12 months from the date of employment with sustainability monitoring reported at 3, 6, 9 and 12 month periods.

Local Contact details

Lead Officer – Graham Hall
Position – Temporary Head of Youth Offending and Anti-Social Behaviour Services
Telephone – 01325 406756
E-mail – graham.hall@darlington.gov.uk