



**Author/Lead Officer of Report:** (Eve Waite,  
Head of Employment and Skills)

**Tel:** 0114 229 6136

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**Report of:** Jayne Ludlum  
Executive Director, Children, Young People and Families

**Report to:** Leigh Bramall  
Cabinet Member for Business

**Date of Decision:** 4<sup>th</sup> August 2016

**Subject:** Sheffield's Working Employment Programme 2016-2017

Is this a Key Decision? If Yes, reason Key Decision:-	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
- Expenditure and/or savings over £500,000	<input checked="" type="checkbox"/>	
- Affects 2 or more Wards	<input checked="" type="checkbox"/>	
Which Cabinet Member Portfolio does this relate to? ( <i>Business</i> )		
Which Scrutiny and Policy Development Committee does this relate to? <i>Economic &amp; Environmental Wellbeing</i>		
Has an Equality Impact Assessment (EIA) been undertaken?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
If YES, what EIA reference number has it been given? ( <i>944</i> )		
Does the report contain confidential or exempt information?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-		
<i>"The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended)."</i>		

**Purpose of Report:**

*The Sheffield's Working Employment Programme 2016 - 2017 will directly support vulnerable residents to find and sustain employment.*

*The activities and outcomes of the programme will directly contribute to the delivery of the Corporate Plan:*

- *A Strong and Competitive Economy*
- *Tackling Poverty Strategy*

*The recommendations therefore seek approval for the Sheffield's Working Programme 2016 - 2017, as detailed in the report. Two of the projects, under the programme, involve the award of grants to third sector organisations, and the recommendations seek approval for these awards and authority to the Executive Director, CYPF, to negotiate and enter the grant agreements with the recipients of the grant. The other projects are to be delivered by external providers and the recommendations seek approval for the Executive Director, CYPF to have authority to negotiate and enter the service agreements with the providers.*

**Recommendations:**

The Cabinet Member for Business, is recommended to:

- a) Approve the Sheffield's Working Programme 2016 - 2017 as set out in this report.
- b) That the award of the grants in respect of Autism Centre for Supported Employment and the First Step Trust, detailed in this report, be approved
- c) That the Executive Director, CYPF be authorised to agree the terms and authorise the completion of the grant agreement in respect of proposed grant to Autism Centre for Supported Employment and First Step Trust together with any other associated agreements or arrangements that she considers appropriate.
- d) That the Executive Director, CYPF be authorised to agree the terms and authorise the completion of all contracts for services in respect of the projects detailed in this report, together with any other associated agreements or arrangements that she considers appropriate.

**Background Papers:**

1. Sheffield Economic Strategy: Bigger Economy, Better Business, Faster Growth  
[http://www.welcometosheffield.co.uk/content/images/fromassets/100\\_2152\\_140513140820.pdf](http://www.welcometosheffield.co.uk/content/images/fromassets/100_2152_140513140820.pdf)
2. Sheffield's Employment Strategy  
<https://www.sheffieldfirst.com/key-documents/employment-strategy.html>
3. Tackling Poverty Strategy  
<https://www.sheffield.gov.uk/your-city-council/policy--performance/what-we-want-to-achieve/corporate-plan/tackling-inequalities.html>

Lead Officer to complete:-		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: <i>(Liz Gough)</i>
		Legal: <i>(Brendan Twomey)</i>
		Equalities: <i>(Bashir Khan)</i>
<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>		
2	<b>EMT member who approved submission:</b>	<i>Jayne Ludlam</i>
3	<b>Cabinet Member consulted:</b>	<i>Leigh Bramall</i>
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Decision Maker by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	<b>Lead Officer Name:</b> <i>Eve Waite</i> <i>John Powell</i>	<b>Job Title:</b> <i>Head of Employment and Skills</i> <i>Programme Manager</i>
	<b>Date:</b> <i>(26th July 2016)</i>	

## 1. PROPOSAL

This report seeks approval for the Sheffield's Working Employment Programme 2016 -2017(The Programme).

The Programme has been designed to support more of our most vulnerable residents to prepare for, enter, sustain and progress within work. Building on our experience and evidence of effectiveness over the last 9 years, the Council has developed the proposals for the Programme, detailed in this report.

The Programme, in line with the Council's Economic and Employment strategies, seeks to provide support, focused at specific groups with shared protected characteristics, to enable individuals to obtain and sustain employment. The main beneficiaries of the Programme will be Sheffield residents who are long term unemployed or at risk of becoming long term unemployed. In particular people who are on JSA (or Universal Credit who would formally have been entitled to JSA), Income Support or economically inactive plus additional vulnerabilities, including :

- Lone parents,
- Refugees
- Ex-offenders,
- Care leavers,
- Adults claiming Employment Support Allowance
- Adults supported by Adult Social Care or the Care Trust with disabilities and/or have a health condition.

The proposed Programme is designed to meet specific employment related needs of individuals from these groups. The report details the individual programmes, setting out what the support to be provided will look like and how it will be delivered. The intention is that the Programme will commence in Autumn 2016, and should support approximately 900 residents.

The Sheffield's Working Employment Programme 2016 -2017

<b>6.0</b>	<b>THE PROGRAMME</b>
6.1	The Programme comprises 20 projects which will deliver the Employment Strategy:
	<ol style="list-style-type: none"> <li>1. Sheffield's Working Locally - Work clubs in neighbourhoods with a focus on health conditions and disabilities</li> <li>2. Sheffield's Working for Ex-offenders - Support to help ex – offenders into employment</li> <li>3. Sheffield's Working Keyworkers -Keyworkers to motivate and challenge people claiming Employment Support Allowance to change mind-sets and aspirations and support them into employment</li> <li>4. Sheffield's Working Specialist Keyworker - Intensive Keyworker support for people who are Learning Disabilities or Mental Health issues</li> <li>5. Sheffield's Working for Young People - A project delivering visual merchandising apprenticeships</li> <li>6. Wrap Around Support</li> <li>7. Our Club</li> </ol>
	<b>1. Sheffield's Working Locally (four projects):</b>
	<ul style="list-style-type: none"> <li>• These projects will be neighbourhood based and link with key local anchor organisations including libraries.</li> <li>• They will have a focus on people who are long-term unemployed or at risk of becoming long-term unemployed as well as having additional vulnerabilities.</li> </ul> <p>It is proposed that these projects will be delivered by external providers, procured through the usual Council procurement process.</p>
	<b>2. Sheffield's Working for Ex- offenders (one project):</b>
	<ul style="list-style-type: none"> <li>• This project will provide employment support for ex–offenders into employment. The provider will work closely with Probation and DWP to recruit individuals to the project</li> </ul> <p>It is proposed that this project will be delivered by an external provider procured through the usual Council procurement process</p>
	<b>3. The Sheffield's Working Keyworkers (four projects):</b>
	<ul style="list-style-type: none"> <li>• These projects will offer keyworker based employment support for people who are on Employment Support Allowance in the work-related activity group.</li> <li>• These projects will be delivered though four city wide projects which will be supported by referrals from DWP, GPs, and Health Champions etc.</li> </ul> <p>It is proposed that these projects will be delivered by external providers procured through the usual Council procurement process.</p>

	<p><b>4. The Sheffield's Working Specialist Keyworkers (four projects):</b></p> <ul style="list-style-type: none"> <li>• These projects will provide intensive keyworker based employment support for people needing a high level of support to move into work. The beneficiaries of this project will be: <ul style="list-style-type: none"> <li>○ People who are on ESA and supported by the Council's adult social care or by the Care Trust.</li> <li>○ People with Learning Disabilities</li> <li>○ People with Mental health issues</li> </ul> </li> </ul> <p>It is proposed that one of the projects will be provided by Autism Centre for Supported Employment, who are currently delivering employment support for young people with Autism. It is further proposed that the Council will award a grant to enable a continuation of their current activity.</p> <p>It is proposed that another project will be provided by the First Step Trust who are currently delivering employment support for people with Mental Health problems and Learning Disabilities. It is further proposed that the Council award a grant to enable a continuation of their current activity.</p> <p>It is proposed that 2 other projects (1 Mental Health and 1 Learning Disabilities) will be provided by external providers procured through the usual Council procurement process.</p>
	<p><b>5. Sheffield's Working for Young People (one project):</b></p>
	<ul style="list-style-type: none"> <li>• Sheffield Showcase: This project trains apprentices visual merchandising using vacant shop units providing a 'real world' training venue and make the empty shop windows an intriguing and ever-changing experience showing off local talent and businesses in a fresh and youthful way.</li> </ul> <p>The proposal is that this project, which is currently delivered by the Source is continued to be provided. Further that we will be apply for a waiver of standing orders to enable the Council to enter into a contract with the Source, to continue to provide this project as they have previously successfully delivered the project and there is no alternative provision for this activity.</p>
	<p><b>6. Wrap Around Support (four projects)</b></p>
	<ul style="list-style-type: none"> <li>• <b>Debt and benefit advice</b> The project will support a caseload of a people with debt and/ or benefit issues that have been referred exclusively from the Programme. It is proposed that this project will be delivered by the Sheffield Citizen Advice and we will be apply for a waiver of standing orders to enable the Council to enter a contract with Sheffield Citizen Advice to deliver the project as they have previously successfully delivered this project and there is no alternative provision for this activity.</li> <li>• <b>Employer Champion</b> This project will engage and work with a number of employers,</li> </ul>

	<p>championing the virtues of working with and employing people with additional support needs and supporting them to become confident supportive employers. The Employer Champion will support the Sheffield’s Working Specialist Keyworker projects and ensure that any individual put forward for a vacancy sourced by the Employer Champion meets the job requirements and ensuring that adequate feedback is given to ensure the candidate continues their development.</p> <p>It is proposed that this project will be delivered by external providers procured through the usual Council procurement process.</p> <ul style="list-style-type: none"> <li> <b>Specialist motivational/ behavioural change programmes</b>            The programme will provide short ‘courses’ for individuals accessing support via other projects under the Programme. The ‘courses’ will challenge the individuals way of thinking and promote the benefits of being in employment. The course will also highlight and aim to remove any perceived barriers to work.         </li> </ul> <p>It is proposed that the project will be delivered by external providers procured through the usual Council procurement process.</p> <ul style="list-style-type: none"> <li> <b>Management Information System</b>  <b>The system will:</b>            Provide caseload information for each advisor;            Timetable and course manage for Career Development;            Harvest / Scraping’ vacancies and job opportunities from the internet;            Have the ability to email and send text messages to clients and record within the client history;            Manage Information and Reporting;            Manage outcomes: job starts, job sustains, progressions.         </li> </ul> <p>It is proposed that this project will be delivered by Iconi Software and we will be applying for a waiver of standing orders because Iconi Software have already have systems developed for an existing employment programme being delivered across the Sheffield City Region, which can be adapted to our needs, reducing the length of time and cost needed to develop a new system.</p>
	<p><b>7. Our Club (one project):</b></p>
	<p>Our club will work with people who are on the JSA register and are furthest away from the labour market. This is a unique six-week programme partnering with a number of involved employers, academic institutions and sporting organisations referred to as ‘Our Club’. The collaboration provides the unique opportunity to create an environment of excellence in the world of sport, business and community by raising national standards of performance and capability.</p>



	It is proposed that this project will delivered by the Centre for Coaching Excellence and we will be applying for a waiver of standing to enable the Council to enter into a contract with Centre for Coaching Excellence, as they currently provide this service and we are unaware of any other organisation that is able to provide the activity

<b>The proposed expenditure for the 20 projects is set out in the table below, with further details in Appendix 1.</b>		
<b>Theme</b>	<b>Projects</b>	<b>Monies</b>
Sheffield's Working Locally	4 projects	£365,730
Sheffield's Working for Ex- Offenders	1 Project	£42,964
Sheffield's Working Keyworkers	4 projects	£147,800
Sheffield's Working Specialist Keyworkers	4 projects	£291,800
Sheffield's Working for Young People	1 projects	£43,500
Wrap Around support	4 projects	£245,000
Our Club	1 project	£30,000
<b>Total</b>		<b>£1,166,794</b>

## **2. HOW DOES THIS DECISION CONTRIBUTE?**

- 2.1 To support people facing the greatest barriers, especially those with disabilities and long-term health conditions (including mental health) to move into the right sort of work with fair terms and conditions, to stay in work and to progress with their careers.
- 2.2 Unemployment impacts health and self-confidence. The longer it lasts, the less likely an individual is to find sustainable, well paid work. We know that more than half of people in poverty nationally are working. For work to end poverty, jobs must be sufficiently well-paid and sustainable with fair terms and conditions. Long-term health conditions (including mental ill-health) and disabilities increase risk of poverty. Most people with disabilities and mental health conditions want to work, and the right sort of job is good for people's health and well-being.
- 2.3 Sheffield City Council committed in the Corporate Plan to support people facing the greatest barriers into sustained, quality employment. Specifically, we want this support to double the number of disabled people and those with mental health conditions moving into employment. We also aim to double the number of young people leaving our care who progress to work or further learning.
- 2.4 Our approach, in the face of the challenge of a period of restricted public spending, is pragmatic, performance driven and ambitious. We are determined to make every penny count and therefore the Programme is designed to:
- Forge pathways to good quality sustainable work for those furthest from the labour market with our public, private and third sector partners

- Target this provision where we know it will maximise impact
- Complement but not compete with mainstream programmes
- Use mainstream provision to the full where it can be integrated and add value to our programme
- Build on what we know works

### **Wider system and future plans**

- 2.5 This report details the activities for 2016 -2017 under the Programme. The intention is the Programme may be extended for additional 2 years, which would be the subject of a further report and approval. Benefiting from lessons learned and reflecting changes in need, the Programme in the future maybe the subject of changes in delivery approach, negotiated over time in order to fit in with the emerging developments in Sheffield and Sheffield City Region. Additionally any further activity will be subject to available resources.

The Programme is designed to complement other programmes, including the national Work & Health Programme and various pilot programmes being developed across Sheffield City Region. Our aim is eventually to join up all our provision into an integrated local employment service as part of Sheffield City Region’s strategic vision to create an integrated work, health and skills ‘ecosystem.’

### **3. HAS THERE BEEN ANY CONSULTATION?**

- 3.1 The Council is not required to carry out a consultation process in respect of these proposals and a formal consultation process has not been carried out. However, the Council has commissioned Firedog Research to carry out a review of last year’s Sheffield’s Working programme, and as part of this Firedog Research consulted with previous service users and service providers . In the development of the Programme, regard was had to those responses.

### **4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION**

#### **4.1 Equality of Opportunity Implications**

- 4.1.1 Decisions need to take into to account the requirements of the Public Sector Equality Duty contained in Section 149 of the Equality Act 2010. This is the duty to have due regard to the need to:

(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act

(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it

(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it

- 4.1.2 To help evidence meeting the requirements of the duty, we have carried out a full Equality Impact Assessment (EIA) and which is attached as Annex 2.

The Equality Act 2010 identifies the following groups as a protected characteristic:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

The summary of the EIA highlights that the proposal is to commission the Programme, targeting individuals that have significant barriers and disadvantages in accessing sustainable employment and has 20 projects which will support a wide range of groups that are traditionally excluded from the labour market.

All characteristics covered by the Equality Act 2010 were impact assessed. The EIA identified that the programme will result in new opportunities and positive impacts, particularly increased opportunities for financial inclusion, improved access to employment for young people, disabled people, BME, by gender, sexual orientation and gender identity and for carers.

The EIA also identified that engagement with the labour market can also contribute towards community cohesion as a lack of engagement with the labour market increases scope for people to become involved in activity which may be anti-social.

The EIA identified a positive impact for the Voluntary, Community and Faith Sector which has a key role in delivering the Programme.

## 4.2 Financial and Commercial Implications

4.2.1 This report sets out the delivery detail of the Council's Sheffield's Working programme in line with the Employment Strategy. The Council's budget provides for funding to deliver Sheffield Councils Employment Strategy and the proposed expenditure as detailed in appendix 1 is contained within the agreed budget allocation for 2016/17.

4.2.2 Funding of any continuation or extension the Programme will be subject available resources.

## 4.3 Legal Implications

4.3.1 The recommendations in this report represent executive decisions which may be made by the Cabinet Member for Business, Skills and Development in accordance with the Leader's scheme of delegation.

4.3.2 The Localism Act 2011 provides local authorities with a "general power of

competence” which enables them to do anything that an individual can do as long as the proposed action is not specifically prohibited. A purpose of the Act is to enable local authorities to work in innovative ways to develop services that meet local need. The proposed Programme falls within the general power of competence. In addition, there is no specific statutory prohibition, preventing the Council from implementing the proposed Programme. The Council therefore is empowered to produce, implement and administer the Programme detailed in this report.

- 4.3.3 The procurement of any goods, works or services by the Council must be undertaken in accordance with all relevant provisions of the Council’s Constitution including Contracts Standing Orders and all applicable procurement rules. Therefore providers will be required to enter into formal written legal agreements with the Council which will provide for effective delivery at levels satisfactory to the Council as funder or customer as the case may be. In addition, where the Council intends to award a grant, to ensure effective delivery, grant recipients will be required to enter into a formal written grant agreement.

## **5. ALTERNATIVE OPTIONS CONSIDERED**

### **5.1 In house Council delivery**

The Council is not in the position to deliver the wide range of outcomes as described in this report.

### **5.2 Not to fund the programme**

If the Council did not fund this programme, activity would not be delivered and outcomes for vulnerable people not achieved

## **6. REASONS FOR RECOMMENDATIONS**

- 6.1 The Sheffield’ Working Programme will directly support vulnerable residents *to find and sustain employment*.

The activities and outcomes of the programme will directly contribute to the delivery of the Corporate Plan:

- A Strong and Competitive Economy
- Tackling Poverty and Increasing Social Justice

The recommendations therefore seek approval for the Programme, as detailed in the report. Two of the projects, under the Programme, involve the award of grants to third sector organisations, and the recommendations seek approval for these awards and authority to the Executive Director, CYPF, to negotiate and enter the grant agreements with the recipients of the grant. The other projects are to be delivered by external providers and the recommendations seek approval for the Executive Director, CYPF to have authority to negotiate and enter the service agreements with the providers.

## Appendix 1

### Budget for Sheffield's Working Programme

Sheffield's Working Locally	Total engaged on programme	Total Service fee	Numbers into work 4 weeks	Unit cost into work 4 weeks	Total cost into work 4 weeks	Numbers into work 13 weeks	Unit cost into work 13 weeks	Total cost into work 13 weeks	Numbers progress within work	unit cost progress within work	total cost progress within work	Total cost	% of population claiming JSA or UC
Workclub N + NE	175	£54,521	58	£700	£40,600	29	£700	£20,300	15	£200	£3,000	£118,421	32.37%
Workclub S & SW	86	£26,850	29	£700	£20,300	14	£700	£9,800	7	£200	£1,400	£58,350	15.90%
Workclub E & SE	132	£41,263	44	£700	£30,800	22	£700	£15,400	11	£200	£2,200	£89,663	24.50%
Workclub Burngreave, C & D	147	£45,796	49	£700	£34,300	24	£700	£16,800	12	£200	£2,400	£99,296	27.19%
<b>Total</b>	<b>540</b>	<b>£168,430</b>	<b>180</b>		<b>£126,000</b>	<b>90</b>		<b>£62,300</b>	<b>45</b>		<b>£9,000</b>	<b>£365,730</b>	

Sheffield's Working for Ex Offenders	Total engaged on programme	Total Service fee	Numbers into work 4 weeks	Unit cost into work 4 weeks	Total cost into work 4 weeks	Numbers into work 13 weeks	Unit cost into work 13 weeks	Total cost into work 13 weeks	Numbers progress within work	unit cost progress within work	total cost progress within work	Total cost
Sheffield's Working for Ex Offenders	60	£18,714	20	£700	£15,500	10	£700	£7,750	5	£200	£1,000	£42,964

Sheffield's Working Keyworker	Total engaged on programme	Total Service fee	Numbers into work 4 weeks	Unit cost into work 4 weeks	Total cost into work 4 weeks	Numbers into work 13 weeks	Unit cost into work 13 weeks	Total cost into work 13 weeks	Numbers progress within work	unit cost progress within work	total cost progress within work	Total cost
Keyworker	39	£18,750	13	£850	£11,050	7	£850	£5,950	4	300	1200	£36,950
Keyworker	39	£18,750	13	£850	£11,050	7	£850	£5,950	4	300	1200	£36,950
Keyworker	39	£18,750	13	£850	£11,050	7	£850	£5,950	4	300	1200	£36,950
Keyworker	39	£18,750	13	£850	£11,050	7	£850	£5,950	4	300	1200	£36,950
<b>Totals</b>	<b>156</b>	<b>£75,000</b>	<b>52</b>		<b>£44,200</b>	<b>28</b>		<b>£23,800</b>	<b>16</b>		<b>4800</b>	<b>£147,800</b>

Sheffield's Working Specialist Keyworker	Annual number on programme	Service fee	Annual number into work 4 weeks 16 hrs +	£ Per outcome	Total annual amount	Annual number into work 4 weeks 16 hrs -	£ Per outcome	total annual amount	Annual number into work 13 weeks 16 hrs +	£ Per outcome	Total annual amount	Annual numbers progress within work	unit cost progress within work	total annual cost progress within work	Maximum Total annual cost
Autism Centre for Supported Employment	30	£33,000	10	£1,300	£13,000	5	£800	£4,000	5	£1,600	£8,000	3	300	900	£58,900
First Step Trust	30	£33,000	10	£1,300	£13,000	5	£800	£4,000	5	£1,600	£8,000	3	300	900	£58,900
Specialist keyworker for Mental health	45	£49,500	15	£1,300	£19,500	7	£800	£5,600	7	£1,600	£11,200	4	300	1200	£87,000
Specialist keyworker for Learning difficulties and disabilities	45	£49,500	15	£1,300	£19,500	7	£800	£5,600	7	£1,600	£11,200	4	300	1200	£87,000
<b>Totals</b>	<b>150</b>	<b>£165,000</b>	<b>50</b>		<b>£65,000</b>	<b>24</b>		<b>£19,200</b>	<b>24</b>		<b>£38,400</b>	<b>14</b>		<b>4200</b>	<b>£291,800</b>

**Budget for Sheffield's Working Programme continued**

<b>Provision</b>	<b>Total engaged on programme</b>	<b>Total Service fee</b>	<b>Numbers into work</b>	<b>Total cost</b>
<b>Visual Merchandising</b>	<b>4</b>	<b>£43,500</b>	<b>4</b>	<b>£43,500</b>

<b>Provision</b>	<b>Total cost</b>
<b>Debt and benefit advice</b>	<b>£40,000</b>
<b>Employer Champion</b>	<b>£80,000</b>
<b>Our Club (co-funded SCC / DWP) 2 x 6 wk projects)</b>	<b>£30,000</b>
<b>Management information System</b>	<b>£75,000</b>
<b>Motivational training to develop soft skills required by employers (e.g. persistence,</b>	<b>£50,000</b>
<b>Total</b>	<b>£275,000</b>

<b>total programme cost</b>	<b>£1,166,794</b>
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