Employability and Skills Scotland Convention

Approaches To Common Assessment-Glasgow and Clyde Valley City Deal – Working Matters Case Study

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Introduction

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What is the role of assessment in an integrated service, can assessments be shared and can they lead to effective early intervention for key groups? how is a joined-up multi-agency response enabled?

Using Glasgow and Clyde Valley City Deal as a Case Study.
Overview

• JBG;
• Glasgow and Clyde Valley City Deal;
• Working Matters;
• Programme Aims and Objectives;
  • Target Group;
  • Approach;
  • Development;
  • Challenges;
  • Solutions;
  • Progress.
Glasgow and Clyde Valley City Deal

- Glasgow and Clyde Valley is comprised of eight local authorities
  - East Dunbartonshire Council; East Renfrewshire Council; Glasgow City Council; Inverclyde Council; North Lanarkshire Council; Renfrewshire Council; South Lanarkshire Council; and West Dunbartonshire Council.

- Population 1.75million.

- Key engine of economic growth.
  - 32% of Scotland’s Gross Value Added,
  - 33% of Scottish jobs
  - Home to over 29% of all businesses in Scotland.

- Challenges
  - High rates of long term unemployment; poor survival rates for business start-ups (when compared to similar UK cities); stalled development sites in key locations; and weaknesses in the area’s transport infrastructure.

- City Deal Aim
  - Secure £1 billion of Scottish Government and UK Government capital funding to support the proposed infrastructure investment programme for the area
  - Support an overall increase in the economy of around 29,000 jobs in the city region.
  - Work with 19,000 unemployed residents and support over 5,500 back into sustained employment.
  - Lever in an estimated £3.3 billion of private sector investment into the proposed infrastructure investment programme.
  - Spread the benefits of economic growth across Glasgow and Clyde Valley, ensuring deprived areas benefit from this growth.
Glasgow and Clyde Valley City Deal

• The Deal consists of:
  • Infrastructure Fund – 1.3billion
  • Life Sciences development project - stratified medicine, medcity
  • Business Development - centre for business incubation and development
  • Labour Market Interventions
    • In work Progression
    • Youth Employment; and
    • Employment Support Allowance Support. (Working Matters)
• Working Matters

Those Employment Support Allowance claimants who have left the Work Programme without finding work; and Employment Support Allowance claimants prior to entry into the Work Programme.

Therefore a client group with experience of long term unemployment with significant barriers to opportunity being supported through a programme being delivered by at least eight partners –

Engage with 4,000 people, ensure 600 secure and sustain employment – support to 13 and 26 weeks

A common approach to assessment not only desirable, but absolutely necessary.
Common Assessment Definition

Assessment is a **process** for gathering information and evidence to **identify** strengths and development needs of an individual client; this to **enable** them to commit to achievable goals and successful/sustainable outcomes.

**Process** – includes working with or through partners as well as direct contact with clients and progressive client engagement. Wherever possible, the aim should be to stage any assessment and intervention processes to ensure the most effective use of professional time and limit confusion, duplication or omission for the individual client in receipt of the service. The ultimate aspiration is to ensure that information relevant to an assessment is available and shared, effectively and respectfully, in order to support planning and goal setting.

The principle of minimum intervention that avoids duplication of effort for maximum outcome should prevail.
Common Assessment Development Challenges

Delivery infrastructure

No agreed method for recording client data

No common agreement of client milestones

Lack of common vision and core elements in a customer journey

Procurement of specialist services, Supply Chain Management

Lack of specialist services

No data sharing agreements

Poor governance and accountability and ill defined consequences and remedies

Lack of agreed Monitoring and Evaluation Framework

Surface Issues

Effective Key Performance Indicators

Service Delivery Experience

Deeper critical success factors and challenges

No strategic and operational agreements

Lack of common client information data gathering software

Staff ill prepared and lack of documented processes

No common documentation

Lack of agreed Monitoring and Evaluation Framework
## Glasgow and Clyde Valley City Deal Approach

<table>
<thead>
<tr>
<th>Issue</th>
<th>Action</th>
<th>General Comments</th>
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<tr>
<td>Strategic Partnership Agreement Required</td>
<td>City Deal Partners established partnership through dialogue and commitment to programme participation</td>
<td>Over a year of discussion on the key sites for the infrastructure projects and early recognition that opportunities should be made available to those most distant from the labour market.</td>
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<td>Common agreement on scale of programme</td>
<td>Labour market information combined with DWP statistics to establish the appropriate proportion for each area.</td>
<td>Level of commitment and resource investment agreed at a strategic level. The availability of a broader (infrastructure) programme undoubtedly helped.</td>
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<tr>
<td>Conditionality issues resolved and eligibility finalised</td>
<td>Discussions between LA service providers and DWP with conditionality and referral process established.</td>
<td>Extensive discussions about implications on conditionality, eligibility and identification and participation.</td>
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<tr>
<td>General agreement of employability pipeline and milestones</td>
<td>Discussions among service providers (at an operational level) to establish a project pipeline and agreement on a monitoring and evaluation framework</td>
<td>All partners providing details of the assessment and progression approach used in their area. These were edited to establish an agreed approach and guidelines developed on that basis.</td>
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<tr>
<td>Requirement for common information management database.</td>
<td>Business case for common database carried out – looked at what existed and how it could be modified and compared with options of: developing spreadsheets from individual approaches, procuring customised database.</td>
<td>Some of the partners had a similar database and were familiar with the requirements for its use. This was adopted for the Working matters project and adapted for consistency with the established monitoring and evaluation framework.</td>
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<td>Requirement for data sharing protocols</td>
<td>Discussions around data management roles and responsibilities and requirement to achieve and maintain information security standards expected by local authorities and DWP.</td>
<td>Long drawn out discussions – over 8 month period to ensure all checks and balances were in place. This required complex web of documentation ensuring data transfer within and between partnership.</td>
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<td>Staff unfamiliar with approach</td>
<td>Training and awareness raising on data gathering requirements, milestones and how they are recorded and how this is reflected in the electronic database.</td>
<td>Required a series of training events for delivery staff. Management staff shown how to download management reports.</td>
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<td>Specialist interventions required</td>
<td>Identification of interventions designed to overcome barriers that prevent participants from considering</td>
<td>Reviewed local approaches and will test an approach that maintains local approach. Information on best</td>
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Glasgow and Clyde Valley – Working Matters Progress

- Progression Model, Milestones and Targets agreed;
- Referral Protocols and Delivery Plan agreed;
- Monitoring and evaluation framework agreed;
- Full set of documentation from referral and engagement through participation to sustained employment and programme Exit.
- Reporting Frequency Agreed;
- Data sharing agreement signed;
- Project Management Group Established with reporting protocols;
- Project Start Date – 24th August.
- 40 Referrals