

Introduction

During the summer of 2003 we issued a consultation document entitled "Equal Access to Employment" which outlined how the agencies in Glasgow should work together with a common vision that:

....every adult in Glasgow, regardless of their age, gender, background, ethnicity, personal or health history should have the same opportunity as everyone else in the city to obtain and hold down meaningful, paid work.

The Partnership was delighted with the very positive response from the consultation process. There was considerable support for the overall vision, aim and objectives of the strategy. Since the consultation period finished considerable steps have been taken to reshape the strategy in light of the diverse range of views expressed by the people who either attended one of the consultation seminars or completed the questionnaire. (A detailed report on the consultation process can be found on the WAGE web site: www.wage.eu.com). Furthermore, the Partnership's work plan, outlined later on in this document, addresses some of the concerns and issues raised during the consultation process. The Partnership is keen to emphasise that Equal Access to Employment in Glasgow is still at an early stage and we will adapt our approach, as we learn from our experience of rolling it out across the City.

One of the key issues we have been addressing since the consultation process is the need for strong, strategic leadership within the City. It is for this reason that the Equal Access to Employment Partnership has joined forces with the Glasgow Welfare to Work Forum. The fruits of this joint work are already being seen through the commissioning of a comprehensive mapping of employment and training services and plans for shared awareness raising events. The Equal Access to Employment Strategy also forms part of the Welfare to Work Forum's Action Plan.

This document articulates the vision, principles, objectives and targets of the Equal Access to Employment strategy, outlines the management structure and the work plan for implementing the strategy. Unlike the consultation document, which went into detail to explain the background and context for the strategy, this document is intended as a summary of how the strategy will be implemented over the next three years.

The current partners involved in the strategy are:

Glasgow City Council
Greater Glasgow NHS Board
Jobcentre Plus
Scottish Enterprise Glasgow
Scottish Executive
Careers Scotland
Further Education Colleges
Local Economic Development Companies
Enable Scotland

We also wish to extend membership to:

Voluntary Sector
User/Carer sector
Employers

We will not achieve our vision without all the agencies in Glasgow working together and we hope that as many organisations as possible can become involved in the strategy.

Section One– Vision, Aim, Objectives and Targets

Our Vision

We believe that every adult in Glasgow, regardless of their age, gender, background, ethnicity, personal or health history should have the same opportunity as everyone else in the city to obtain and hold down meaningful, paid work.

Our aim is to substantially increase the number of people with existing (or previous) health and social care needs achieve and sustain employment.

It is an approach based on the principles of **equality and social inclusion** and is not about coercing people into work. Rather, we believe that people who have health or social care needs should be enabled, wherever possible, to progress to real jobs in the labour market, offering the same employment conditions and opportunities for career advancement enjoyed by the rest of the work force.

We intend to achieve our vision by:

- Developing strong strategic, operational and funding partnerships between the health and social care sector, the national mainstream training and employment agencies, local employment and training initiatives, the further education sector, employers and the voluntary sector.
- Re-focusing the energies and the resources of the health and social care sectors to provide people with the health and social care supports that are needed to enter and sustain employment, rather than providing services in vocational and employment skills.
- Ensuring that the resources and expertise of the mainstream employment, training and educational institutions are made available to people, who need elements of health and social care support, by equipping them with the personal and vocational skills required for success in the labour market.
- Connecting up the employment and training programmes so that people with health and social care needs experience a seamless pathway between the health/social care and employment/training sectors as they progress towards the labour market.
- Developing and re-shaping programmes and projects to meet the specific needs of employers and their potential employees (ie. a person centred approach) to ensure equal access to training and employment opportunities.
- Incorporating employment as a factor when profiling people so that programmes can be specially tailored to meet their specific training, employment, health and social care needs.
- Using our ability as large-scale employers to provide opportunities for people with health and social care needs to gain employment within our organisations.
- Establishing commonly agreed targets for the outputs and outcomes from the available funding and match funding from partners.
- Providing training and raising awareness for frontline staff in both the social and health care and the employment and training agencies, to ensure that they are aware of both the support needs of people and the employment and training opportunities that are available.

- Influencing central government policies on welfare to work and, in particular, the need to create a benefits system, which does not financially penalise people who move from health-related benefits into work.

Who will benefit from our strategy?

We have identified three broad categories of people who need to be catered for in different ways:

- (a) Those with continuing health and social care needs, such as people with physical or learning disabilities and mental health disorders. If they are placed in a job they may need continuing support and/or special facilities in the workplace.
- (b) Those who used to have health and social care needs but no longer do so, such as ex-drug users, former alcoholics, care leavers and ex-offenders.
- (c) Those who are able to enter employment whilst their health and social care needs are dealt with at the same time as they hold down a job (this is normally called a supported employment approach). Many people in the categories outlined in (a) and (b) could be helped through the use of a supported employment model.

We expect that the main referral routes for people into Equal Access to Employment will be via health and social care managers and the local economic development companies. It will be expected that those who will benefit will have multiple barriers to accessing jobs and higher support needs than is usually catered for within the mainstream programmes.

What will our targets be?

We estimate that we will be able to move approximately **500** people into employment during the first full operational year and **1,500** in the second. The achievement of these targets will depend on our ability to access funds from the European Social Fund and the Scottish Executive.

We recognise that it is not enough just to measure the number of people who get a job. The effectiveness of the Strategy will only be ascertained if we measure the distance that people travel along the pathway to work. Once we have a comprehensive tracking system in place we intend to monitor the progress of individuals rather than just record the point when they access employment. The tracking system will also help us to monitor people once they are in work. Future targets will therefore reflect progress along the pathway rather than solely the number of people achieving employment.

Section Two - How we intend to implement our Strategy

Roll out of Equal Access Teams

In our consultation document we explained that the strategy would be focused primarily on the local delivery of services. We envisaged that this would be co-ordinated by Equal Access Teams based in 9 localities covering the whole of Glasgow. The Equal Access Teams will:

- Provide a support service for people with health and social care needs to help them obtain and sustain employment and
- Act as a co ordination service within each of the nine areas.

We envisage that each Team will be comprised of a manager plus a network of employment support workers. The Partnership has obtained £350,000 from Glasgow City Council to begin the role out of the strategy and the bulk of this new funding will be used to resource the Equal Access Teams. We plan to role the teams out in two phases. The first phase will comprise five Equal Access managers who will be employed by the Local Economic Development Companies. Our plan is that these first five managers will be in place during the summer of this year.

The second phase will require additional funding from the European Social Fund. If we are successful in our application for funding then another four Equal Access managers will be recruited. For the second phase we will open up the process to give other organisations the opportunity to host one of the managers' posts.

The strategic direction of each Equal Access Team will be driven by a steering group made up from the local partners and we hope that the Beattie Local Implementation Teams can be developed further to take on this expanded role.

What will the Equal Access Teams look like?

We do not want to be prescriptive about the shape of the Equal Access Teams within each of the localities. Instead we want to build on the strengths of the existing networks and help to bridge any gaps that are identified. Whichever approach, or combination of approaches, is taken the underlying principle will be that individuals will be supported by the social and health care sector at the same time as they make their way along their pathway to work.

These are examples of potential approaches:

- ***Out-posting of staff from health and social care initiatives into local employment and training agencies and vice versa. This out posting could be part or full time and would not necessarily mean that staff would need to be formally seconded or transferred.***
- ***Formal secondment of staff between employment/training and health/social care agencies.***
- ***Joint projects, which combine specialists from employment/training and health/social care.***
- ***Jointly funded posts to improve the co-ordination of service delivery.***
- ***One-stop shops combining the employment/training and health/social care services.***
- ***Joint training and development for staff and information sharing.***
- ***Close partnership working by, for example, the creation of multi-agency groups/fora to co-ordinate the delivery of services and monitor their impact.***
- ***Re-configuration of the services being delivered by existing agencies.***

The Equal Access Teams will be co-ordinated by a **Network Manager** based in the **Central Support Unit**. The Network Manager will be responsible for ensuring that there is a linkage between the City wide Strategy and the local work of the Equal Access Teams. The Central Support Unit will have a number of roles (see structure diagram below) and will be staffed through the secondment/nomination of officers from the various partners. Our intention is that the Central Support Unit will be small, flexible and able to be adapted over time to reflect the changing environment.

The Network Manager will be accountable to the **Director's Group**, which provides the overall strategic direction for Equal Access to Employment.

To roll out the Strategy the partners established an Implementation Team comprised of senior officers. The focus of this Group will change as we move into the operational phase of the Strategy and to recognise this we have changed its title to **Senior Officer's Liaison Group (SOLG)**. SOLG will have responsibility for implementing the decisions of the Director's Group. The work of SOLG will be delegated to sub groups, which will ensure that a wider range of people is involved in the implementation of the strategy. Whilst the number and nature of these groups will change over time a number of sub groups have been established already to support the roll out the strategy. These sub groups cover the following topics:

- Core Group – co-ordination of all sub groups
- Mapping of services
- "Other providers" review
- Tracking and monitoring systems
- Commissioning
- Personnel issues
- South West pilot

Initial work has stated also on the development of sub groups on training, employer engagement and European funding.

Major Priorities and Tasks for 2004/05

- Recruitment of 9 Equal Access Managers
- Establishment of Central Support Unit and office base
- Funding bid for ESF Objective 3 Measure 2.4 (Capacity Building)
- Establishment of Development Partnership and bid for Equal funding
- Completion and publication of service mapping exercise and creation of a database of projects
- Establish base line information, tracking and monitoring systems
- Programme of seminars and workshops both at a locality level and on specific themes at a City wide level in conjunction with the Welfare to Work Forum
- Establishment of mechanisms for incorporating the voluntary sector, users and employers into the partnership
- Start to identify gaps, overlaps and areas for improvement in services as a basis of future service developments
- Identifying health and social care service users who wish to work and would benefit from the Equal Access to Employment Strategy

How will we fund our strategy?

One of the underlying principles of our strategy is that the existing services should adapt over time to focus on helping people with social and health care needs move into the labour market. To support this change process we anticipate that new funding will be required, at least in the early years of the strategy. We have therefore based our planning assumptions on the following sources of funding:

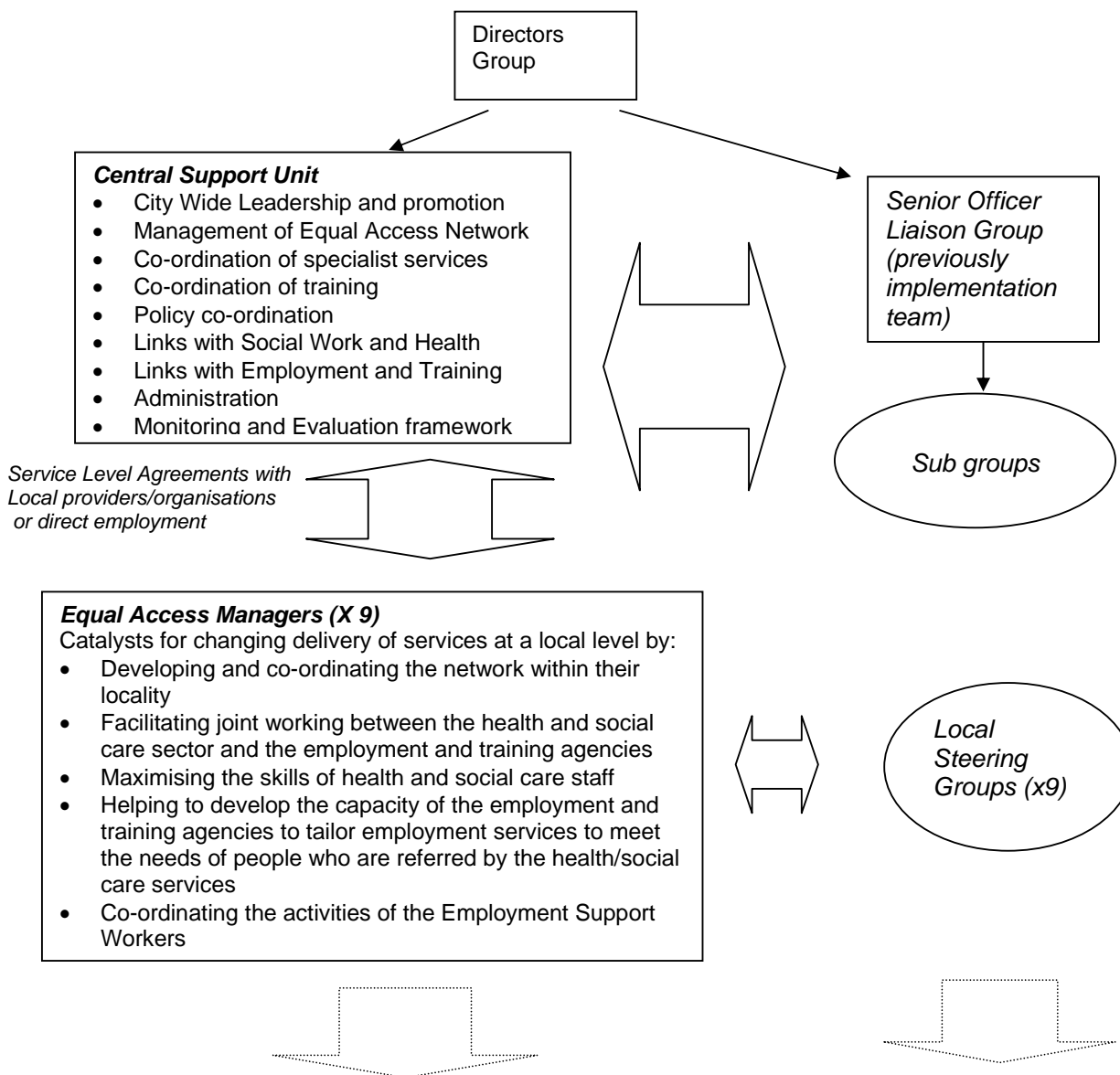
- In kind contributions from all the main partners
- New funding from Glasgow City Council and Greater Glasgow NHS Board
- New funding from the European Union and Scottish Executive
- Re-alignment of existing health and social care employment and training programmes
- Re-alignment of existing resources by the employment and training agencies

The Partnership is keen that funding is focused on frontline, service delivery and that the creation of a new, bureaucratic management structure is avoided. It is for these reasons that the Central Support Unit will be small and flexible and will rely on officers being seconded or nominated to complete specific pieces of work.

A detailed analysis of the cost of the strategy and the potential funding sources was outlined in the consultation document. In that document we explained that new funding would be time limited and would be used to re-shape existing services. A summary of the estimated new funding required for the first three years of the Strategy is shown below:

Year	Total Estimated Funding (in kind and cash)
One	£0.724m
Two	£1.909m
Three	£2.347m

Equal Access to Employment Structure Diagram



Employment support workers will be commissioned and out posted into local organisations. Funding for this will come from GCC, other partners and ESF. The reconfiguration of existing services can be phased in over time. We expect that the role and function of these will be:

Role

- **Deliver a support service for people with health and social care needs to obtain and sustain employment**
- **Act as a co-ordination service in 9 Social Work Services' localities**
- **Bridge gap between Care Managers and mainstream employment and training agencies**

Function

- **Building capacity in existing employment and training projects**
- **Sign posting into mainstream services**
- **Provision of additional support resources**
- **Provision of in work benefit support and debt prevention**