

Rhyl City Strategy

Business Plan



'An enjoyable place to live and work'

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SECTION 1: VISION AND STRATEGY

Our Vision

Cut price air fares, sunnier climates and a sense of adventure demanded by today's holiday makers has meant most Brits flying abroad for their holidays. This is forcing UK seaside resorts to reinvent themselves and find ways to deal with the social and economic deprivation resulting from a downturn in the tourist trade. Rhyl is one of these seaside resorts, suffering years of deprivation as its traditional industry declined.

Rhyl Going Forward, a strategy for Rhyl, breathes life into a vibrant and new regeneration partnership between the public, private and voluntary/community sectors – **Rhyl PACT**. It sets out a shared vision for what the town will look and feel like by 2015 and how it will reinvent itself and turn vision into reality.

By the year 2015, Rhyl will be:

'An enjoyable place to live and work – a town supporting a balanced, permanent, stable and self assured community with prospects and sustainable local economy'.

The City Strategy will work in support of this vision for Rhyl and will be the catalyst for developing Rhyl as a regionally competitive business location, where the majority of residents are in work and making a positive contribution to the local economy. A place where Individuals will be able to fulfil their full potential – moving up the ladder of opportunity regardless of the point they enter. They will have access to a more diverse range of business and employment opportunities, with social enterprises and the voluntary sector playing an important role. There will be much higher levels of innovation and entrepreneurship than at present with improvements to essential support services such as affordable and convenient childcare, high quality education and training and integrated transport linking all primary employment locations.

This Strategy will be delivered through close partnership working with key stakeholders within the public, private and voluntary sectors, making use where possible of existing structures, resources and relationships. Overall strategic direction will be provided by the Rhyl PACT. Delivery will be achieved through *The City Strategy Consortium*, it's Programme Managers will oversee delivery against the priorities themes of the City Strategy.

Rhyl Going Forward when combined with The City Strategy offers a once in a generation opportunity to improve the economic prosperity of Rhyl.

We do not underestimate the many issues that need to be addressed to deliver our vision for Rhyl. One of the biggest challenges will be to tackle a culture of worklessness in the more deprived areas to convert a large pool of economic inactive people into an economic asset of motivated and skilled individuals working in support of the town's economic revival.

The *City Strategy Consortium* will provide the leadership to deliver a significant improvement in the working age employment rate in Rhyl. Across the UK the employment rate stands at 75%. In Wales this is 72 % and in Rhyl it is 61.3%. The Government's aspiration of 80% employment equates to an average increase of 5% across the UK. In Wales this would require a shift to 77% employment and in Rhyl a shift to 67% of people of working age in employment.

We aim to improve the employment rate to:

- 62% by April 2008
- 64% by April 2009
- 67% by April 2010

The City Strategy will deliver this significant improvement in the working age employment rate of Rhyl through three essential mutually reinforcing objectives – our strategic approach:

- Helping people into employment;
- Helping people to remain and progress in work; and
- Rethinking Welfare to Work.

Local Issues

To improve the employment rate we know that we will have to address the opposing forces which prevent many people in Rhyl from getting and keeping a job. These are:

- A range of factors relating to the availability, nature and location of employment opportunities - *demand side issues*;
- Factors relating to the level of skills, qualifications and personal health problems among the local populations, alongside issues of confidence and motivation; informal economic inactivity; issues around personal debt and the perceived benefits trap - *supply side issues*;
- Various characteristics of the local community such as the availability of suitable services e.g. childcare, transport and the interaction between housing and the labour market.

We are acutely aware that the economic reality of Rhyl extends beyond the town. Only through collaborating across boundaries can Rhyl realise its own potential, particularly in raising its employment rate. In this respect we will work within the wider economic footprint of Rhyl, using the skill, knowledge, resources and existing strategies of the county and regionally based organisations, especially the large public service agencies, to extend our reach beyond Rhyl in support of the residents of Rhyl.

In developing this Business Plan we recognise that the Jobcentre Plus (JCP) District Manager will have a high degree of discretion and influence over some of the changes and flexibilities proposed to existing programmes. In this

context the changes proposed will not only help more residents of Rhyl to gain sustainable employment, but will contribute to the local success of JCP.

Wider Benefits

We believe our vision for the delivery of The City Strategy in support of Rhyl Going Forward will bring significant improvements for local people, communities and employers. It will provide greater opportunity to:

- Foster a sense of local pride and strengthen community cohesion;
- Deal with complex problems where local co-ordination is essential such as reducing child poverty – **this is a cross-cutting theme**;
- Improve efficiency through organisations – public, private and voluntary – working more closely together;
- Re-engineer local services to enable an individual's problems to be dealt with in an integrated and joined up way – the 'one stop shop' approach;
- Provide a voice for employers in shaping the services intended to support them; and
- Strengthen the partnership between local organisations and central/regional government.

Our Strategy

Raising the employment rate to 67% by 2010 is our **Strategic Goal**, how we will get there is our **Strategic Approach**.

Success in delivering our strategy will lie in our ability to:

- Agree and maintain between partners a shared vision of Rhyl;
- Add value to existing provision and delivery in Rhyl;
- Provide a framework for more effective co-operation between key stakeholders from the public, private and voluntary sectors;
- Engage employers in the decision making process;
- Remove unnecessary competition and duplication of effort;
- Rationalise and co-ordinate programme funds; and
- Agree and introduce 'enabling measures' with DWP

It is our intention to optimise the opportunities afforded by both *Rhyl Going Forward* and the City Strategy to align local efforts to ensure a better co-ordinated approach to raising the employment rate and tackling socio-economic deprivation.

Short term improvements, **Phase 1** of our approach, will be driven by closer partnership working between organisations delivering mainstream employment provision, organisations providing training solutions, organisations involved the engagement of people disadvantaged in the labour market and employers. Medium term improvements, **Phase2** of our approach, will influence the delivery of mainstream programmes through enabling

measures, alignment of funding and introducing new interventions supported by Convergence Funding. Our longer term aim, **Phase 3**, is to take full accountability for managing both central and local funds in the design and delivery of a devolved and integrated Welfare to Work Agenda with the Consortium purchasing services deemed more appropriate to the local area.

Critical to these approaches will be a focus on helping people from our most deprived communities to get and keep work through improving their ability to compete for existing and new job opportunities. This will necessitate changes to eligibility for several existing mainstream programmes to enhance their impact in Rhyl.

We are also mindful that Rhyl is the end point of many existing mainstream programmes operating across North Wales. Our approach will seek to prioritise the use of their resources in support of Rhyl.

Our Strategic Goal and Measures

Whilst achieving an employment rate of 67% is our Strategic Goal the measure itself is a milestone towards continually improving the economic prosperity of Rhyl. By 2015 we aim to match the Welsh employment rate.

In addition to the normal labour market turnover, we estimate that an additional 700 people will need to be moved into employment by 2010 to achieve an employment rate of 67%.

In support of our strategic goal we have set ourselves a range of supporting performance indicators and performance measures. We are currently developing our performance indicators to provide the benchmark against which performance can be measured. These measures will be available by May 2007. The measures will also enable us to measure progress against the 2001 Census and to compare our results more widely with the Labour Force Survey. Our indicators are:

- The proportion of the working age population in employment, segmented by gender;
- An employment rate for disadvantaged groups segmented by; Lone Parents, Over 50's, Disabled People; and
- The proportion of working age people living in workless households.

A cross-cutting theme of our approach is reducing child poverty in Rhyl. We will set a benchmark of the current level of performance and a target for its reduction by May 2007.

Our proposed performance information will be collected and analysed every six months using an external consultancy team.

To allow us to assess the impact of our approach on a more frequent basis and to provide an analysis of our approach on the primary benefit groups, the

following key annual performance indicators and targets will be introduced and which will be monitored quarterly:

Performance Indicators	Number Benefit Recipients				
	2006	2007	2008	2009	2010
Number of people on JSA (August 2006)	680	680	670	660	610
Number of people on IB (August 2006)	2405	2372	2295	2162	1992
Number of workless Lone Parents (August 2006)	505	484	449	415	363

An addendum to this plan will be produced in April 2007 setting out the key performance indicators and measures and their movement over time from performance benchmark to performance target.

Our Strategic Approach

Working with Jobcentre Plus and other key service providers, the Consortium will ensure there is a better co-ordinated approach to reducing levels of economic inactivity to raise the rate of employment. Our approach will be developed around three priority themes.

The first, **Helping People into Sustainable Employment**, aims to increase employment by bringing more economically inactive people into employment. This will be achieved by:

- Reaching out to previously excluded people, groups and disengaged communities to ensure opportunities for all;
- Helping people to acquire the skills needed for sustainable employment; and
- Addressing specific barriers faced by individuals.

The second, **Helping People to Remain in Work**, will focus on keeping people in work. The cost benefit of getting someone a job will be lost if the right support and aftercare is not available to employees and employers. Beyond this, the social cost of someone falling back into unemployment and potential long term inactivity can have a significant bearing on individuals and communities alike. Our approach will reduce the risk of people moving out of employment. This will be achieved by:

- Improving post-employment support for all jobless people moving into work and their employers;
- Helping people with work-limiting health conditions and disabilities to remain in work, including improved occupational healthcare; and
- Developing individual and company retention and progression strategies in conjunction with employers;

The third, **Re-Thinking Welfare to Work**, requires the flexibilities afforded by The City Strategy to be fully realised. This will be achieved by an evolving approach to service delivery which:

- Seeks to align existing local efforts on employment and skills behind shared priorities;
- Brings about change to the delivery of mainstream programmes and/or its funding; and
- Creates a devolved approach to Welfare to Work with services designed and commissioned locally.

We do not underestimate the challenge of raising the employment rate to 67%, particularly against a backcloth of years of social and economic decline in Rhyl. Neither do we want to over simplify potential solutions, yet an approach which has at its heart the simple premise of – helping an individual to address personal barriers to sustainable work through partner organisations working together – is attractive.

In developing our approach we will seek continuously to push at the boundaries of flexibility and devolution offered by The City Strategy. The active support of DWP in agreeing and applying these flexibilities will be essential to our success.

A Regional Fit

Our business plan builds on and supports the Welsh Assembly Government approved strategy for Rhyl – *Rhyl Going Forward*. Similarly our approach fits the Welsh Assembly's key economic development, community regeneration, education and life long learning and social justice strategies including:

- **A Winning Wales** – particularly its aims of providing people and communities with the means of helping themselves to break out of poverty and of helping more people into work;
- **Wales: A Vibrant Economy** – by contributing the strategies aim of increasing the Welsh employment rate to match the UK average, even as the UK employment rate rises;
- **Eradicating Child Poverty in Wales** – by reducing the number of children living in workless households;
- **Communities First** – by supporting the social and economic prosperity of some of the most deprived communities in Wales, specifically the wards of Rhyl West and Rhyl South West;
- **The Wales Spatial Plan** – by contributing to the strategy's aim of building sustainable communities and supporting the sub-regional Spatial Plan, specifically support for the role out of Pathways to Work in Rhyl; and
- **Skills and Employment Action Plan for Wales** – specifically its objectives of :
 - Provide new entrants to the labour market with the skills needed for employment ;
 - Help more people into work.

At a national level our approach will support the intent of recent white papers and reports such as:

- Strong and Prosperous Communities;
- Opportunity for All;
- Delivering on Child Poverty; and
- The Leitch Report.

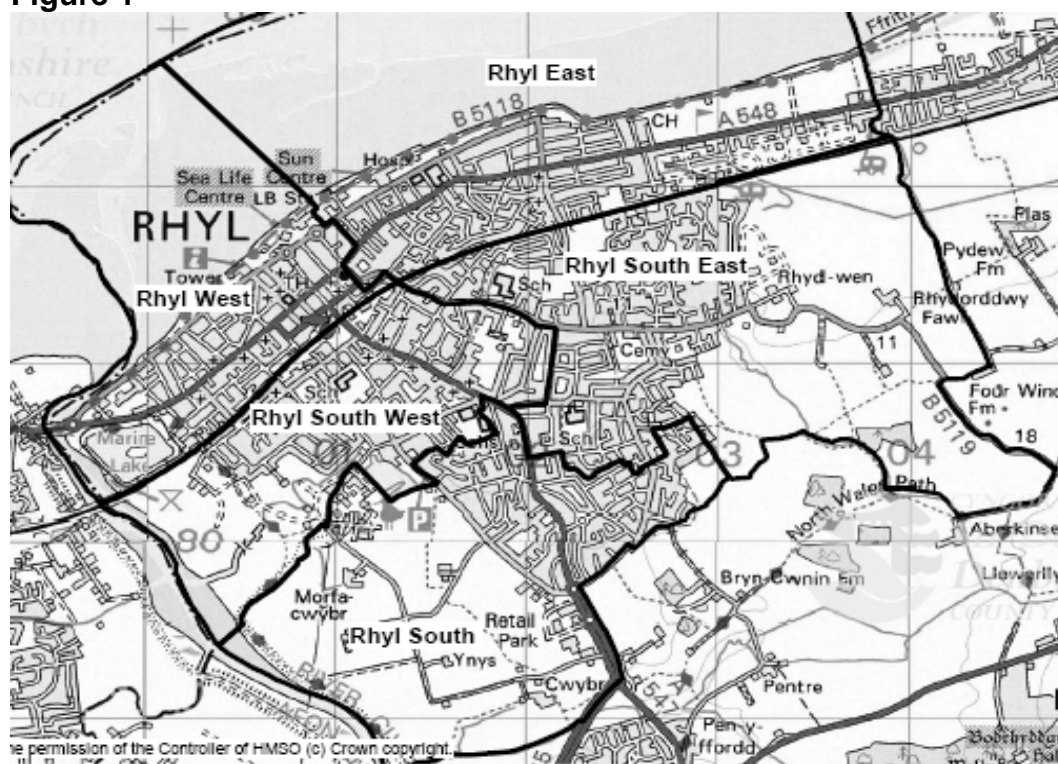
SECTION 2: LOCAL CONTEXT

Location

The town of Rhyl and its five wards - Rhyl East, Rhyl South, Rhyl South East, Rhyl South West, and Rhyl West - is to be included within The City Strategy. A map of the town is included in Figure 1 below, with a list of the wards at Appendix 1.

Rhyl West and Rhyl South West have deprived area status, with four of the five wards of Rhyl ranked within the top 10% of most deprived wards in Wales, with Rhyl West ranked the 2nd most deprived ward in Wales.

Figure 1



Labour and Skills Demands Issues

The concentration of worklessness is more prevalent within Rhyl than in many towns in Wales. The decline of its traditional seaside labour market has resulted in decades of economic stagnation. The effective use of Structural Fund Programmes, inward investment programmes within Rhyl and the surrounding area and government intervention programmes such as Action Teams for Jobs have helped to stabilise the overall employment rate during the past few years. However, unemployment remains above the Welsh average with Rhyl West exhibiting a level of 15.8%, Rhyl East 6.1% and Rhyl South West 7%. Economic inactivity is at an unacceptable level with some of the highest rates in the UK. In 2006 in Rhyl West alone, 1430 are reported as being workless, 50% of the working age population as reported by the 2001 Census.

To convert the present economic deficit into an economic dividend the Consortium acknowledges the need to accelerate the increase in skills and qualifications of people who are economically inactive to meet the specific job opportunities available within the labour market, both current and future. Additionally, to improve both transport links to more buoyant labour markets and to residents own spatial horizons.

To enable workless people to take their first step towards sustainable employment there is a need to enhance and improve the take up of basic skills to overcome long term basic skills deficiencies in the local population, including people in work. Additionally, the attractiveness of individuals to employers will be dramatically improved through the development of generic work skills, including customer service, communication, problem solving and team working.

The Consortium has identified the following priority sectors within the labour market and in conjunction with the local college, training providers and employers, has identified the appropriate skills training needed to drive up activity levels. Over the next few years the labour market and skills demand forecast is:

- **Construction** will provide 30,000 additional jobs in Wales over the next 5 years to meet the need of the Wales Housing Quality Standard and the growth in new homes. It is estimated that over 1,000 jobs will arise within the Rhyl travel to work area. Job opportunities will range from labourers, ground workers skilled and semi-skilled trades people, project management and health and safety.
- **Health and Social Care** are experiencing 5% churn coupled with the growth in demand of nearly 2%. Within the Rhyl travel to work area an estimated 150 new entrants per annum are required into the sector. This is exacerbated by an aging population within this sector and the requirement to re-skill the workforce by 2010. Between 20 and 25% of the current healthcare workforce in Wales is qualified at entry level.
- **Public Sector** employers and their agencies rank amongst the largest employers in the area with key employers being Denbighshire County Council, Denbighshire NHS, the Welsh Assembly Government, Rhyl College, the Police and Probation Service. People from the most deprived communities are normally under represented within the workforce necessitating a need to targeting job opportunities at people from the most deprived communities. Public Services will also be encouraged to use social clauses in award of contracts, particularly contracts linked to inward investment and the built environment, to encourage the private sector to train and recruit locally.

- **Retail** is already a strong sector within Rhyl and is set to grow by further 300 – 500 jobs with the introduction of new supermarkets and blue chip stores both within the town and the surrounding area.
- **Tourism, Hospitality and Leisure** will benefit substantially from Rhyl PACT's investment in turnkey projects designed to improve the physical environment of the town. Such projects include 'Drift Park', Harbour Marine Development and the removal of houses of multiple occupation.
- **Manufacturing**, whilst in decline in Wales remains an important employment sector in North Wales, particularly in the labour market surrounding Rhyl, particularly with companies such as TRB and Airbus.

The Future Skills Survey for Denbighshire (2005) identified the main skills required by employers to be generic work skills, including:

- Understanding customer need;
- Ability to follow instructions;
- Communication skills;
- Team working;
- Showing initiative
- Adaptability/flexibility.

Throughout the life of the pilot we will continue to research the skills and labour demands within these sectors. This research will be conducted in conjunction with the appropriate Sector Skills Council and the Welsh Assembly Government's Department of Education and Life Long Learning.

Whilst the aforementioned sectors are seen as critical partners to raising the employment rate, we will also focus on enterprise and business support. This will include:

- Support to **small businesses** to help them achieve their growth potential. 63% of all businesses in Rhyl employ less than 5 people and with the right encouragement and support could contribute more to the employment of local people and
- Converting informal economic activity into legitimate economic activity, particularly building on entrepreneurial spirit of individuals and the confidence, skill and work experience they gain from informal work.

Priority Groups

To achieve our Strategic Goal of a 67% employment rate we acknowledge the need to help more people on incapacity benefits to be supported into work, more lone parents to enhance their financial independence through work and for older people to be re-skilled and re-energised to find work. Additionally for

young people aged 16 – 18, particularly those leaving care, to be helped into work through training.

We know from experience that programmes which group people by their perceived barrier reinforces the confusion that exists within an already complicated system and may result in the actual barrier not being removed. Someone receiving Incapacity Benefit may have childcare issues as a greater barrier to work than their health condition, similarly not every Lone Parent has a childcare barrier, it might be skills. We believe that delivery solutions should address the issues faced by an individual, not the perceived issue of a particular group. We would therefore seek to deliver improvement in the overall economic activity rate through an area based approach where no individual or group is excluded or disadvantaged in the labour market and which seeks to focus on specific locations that contain the highest concentration of worklessness.

Welfare to Work programmes such as Action Teams for Jobs with over 17,000 disadvantaged people helped into work, and more recently the Working Neighbourhoods pilot, have demonstrated the success of an area-based approach to tackling pockets of persistent worklessness without excluding the priority groups the government seeks to help.

In targeting these areas we know:

- Worklessness reduces a person's life chances, especially those of children and young people; and
- People have lower expectations of starting a job and a lower probability of actually starting one.

Our aim is simple, to increase the employment rate, at the same time reducing the gap between employment rates for disadvantaged groups and the average, whilst improving life choices for the residents. That said, by the very nature of the areas in which we propose to work, the key disadvantaged groups identified in the Green Paper - benefit claimants, lone parents and older people - would form a substantial number of the people engaged and helped to find and keep work.

We believe **“It's the individuals that count”**.

There are currently¹ 4265 people workless in Rhyl. By far the highest concentration can be found in Rhyl West and Rhyl South West. **Table 1** details the location, benefit type and characteristics of people who are workless. It can be seen that the Incapacity Benefit Clients and Jobseeker Claimants are the major client groups contributing towards worklessness in the town.

¹ Source DWP August 2006

Table 1

Ward Name	Total	Job Seeker	Incapacity Benefits	Lone Parent	Carer	Income Related Benefit	Disabled	Bereaved	Unknown	Male	Female	16 - 24	25 - 49	50 and over
<u>Rhyl East</u>	615	80	390	45	45	15	35	5	0	340	275	60	245	310
<u>Rhyl South</u>	420	50	260	30	35	10	30	5	0	230	190	55	170	195
<u>Rhyl South East</u>	820	85	465	105	80	15	55	15	0	375	445	85	385	350
<u>Rhyl South West</u>	980	150	510	170	65	20	50	15	0	465	515	165	495	315
<u>Rhyl West</u>	1,430	315	780	155	65	50	50	15	0	835	595	250	745	435

Helping Ill or Disabled People

We agree with the Government that reducing the number of incapacity related benefit claimants will play a vital role in achieving an 80% overall employment rate. People claiming Incapacity Benefit are the largest and most challenging client group in Rhyl. With over 2,400 people currently receiving the benefit and which is forecast to rise over the next 4 years. Reducing their number through helping more people into work will be critical to achieving our aspiration of a 67% employment rate. We aim therefore, to reduce the number of people claiming Incapacity Benefit to 1992 by helping some 560 people of benefit and into sustainable work.

We welcome the introduction of Pathways to Work from October 2007 and its focus not just on improving job entry of ill and disabled people, but on their job retention as well. We see the inclusion of the Condition Management Programme to helping people manage their disability or health condition in the workplace as a key to people being able to return to work.

We know that the minimum performance expectation of Pathways to Work across North Wales and Powys is to help a minimum of 4059 people into work, with at least 50% sustained in employment for 6 months over the period 2007 – 2010. We expect Rhyl to be a priority area for the delivery of Pathways, with our target of helping 560 Rhyl recipients of IB helped into employment being delivered through Pathways to Work. This performance aspiration for Rhyl represents 14% of the jobs target for North Wales and Powys.

This target is set out below and should be factored into post tender discussions with the successful Contractor.

	2007/8	2008/9	2009/10	2010/11	Total
Number of Jobs	42	209	203	106	560

The Needs of Incapacity Benefit customers

We have identified five major needs for this customer group:

- Services need to be **client centred**, focussing on individual requirements and delivered in a way which can be tailored to maximise effectiveness;
- Services need to be **personally supportive**, enabling each individual to help themselves;
- People need to be **personally challenged**, questioning perceptions and stereotypical beliefs about their conditions;
- People need to **believe in themselves** before they can make life changing decisions; and
- Professional **support services need to be integrated** and focussed on a clear goal.

Barriers to employment and services required.

The collective experience of partners in working with people with disabilities and health issues has enabled us to recognise that barriers to employment fall into four major categories – *medical, physical, psychological* and, most importantly, *social*.

Below, we detail the ten most commonly faced issues for this customer group.

Barrier	Definition	Services Required
Intermittent Capacity	Fear that changes in a person's health condition or disability mean that their capacity for work fluctuates	Access to Work; Building flexibility into job roles; coping with fatigue
Health degeneration	Fear of a health crisis occurring at, or being precipitated by, work.	Condition Management Programme; Cognitive behavioural techniques; pain management; exercise.
Stigma and discrimination	Fear that people will be categorised by their condition or disability	Identification of individuals' skills; Focus on ability.
Accessibility at work	Employers fail to understand their responsibilities under the Disability Discrimination Act	Access to Work; workplace adjustments.
Financial anxiety	Fear of being worse off after coming off benefits	Better off in Work calculations; Information on - Return to Work Credit; Job Grant; Access to Work; financial counselling
Lack of Confidence or motivation to	Failure to understand that work can have a positive impact on	Assignment of a Personal Consultant; Individual psychological profiling

work	health.	
Lack of job knowledge	Failure to understand that employers value soft skills above formal qualifications	Setting realistic job goals; action planning; work tasters; job experience; soft skill development
Inability to get to available jobs	Lack of personal transport to work	Reimbursement of travel costs; bus and rail passes; Access to Work; transport to work schemes
Low skill base	Lack of relevant skills and qualifications	Basic skills assessments; vocational training to national standards.
Fear of disclosing facts to employers	Many people with disabilities/health problems and/or criminal records believe no employer will recruit them	Employer First Programme Criminal record disclosure information; Apex Fidelity Bond scheme.

Reducing the number of people on benefits is not just about helping more people into work, in is also about helping those in work to stay there. With one in four males in Wales suffering from stress, anxiety or depression, particularly workplace illness, we have invited Remploy to introduce its Healthy Minds at Work Programme to Rhyl. People often leave their jobs voluntarily when suffering with mental health issues, Healthy Minds at Work works with employers and the individuals to help them stay in work. The programme is funded through ESF and delivered through a range of voluntary, public and private partners.

Helping Lone Parents

Despite the success of New Deal for Lone Parents (and more recently Employment Zones) in helping lone parents into work, clearly more needs to be done to reach the target of 70% of lone parents in work by 2010. We know that research done by One Parent Families indicates that nine out of ten lone parents want to move into work and if given the right support, they will do so. However, the current approaches are not reaching enough lone parents. New Deal for Lone Parents currently tends to attract those closest to the labour market, whilst the Employment Zone resources are stretched across North West Wales.

There are currently 505 lone parents without work in Rhyl and claiming income support. We aim to reduce this number to 363 by 2010. The highest concentration is located in the wards of Rhyl South East, Rhyl West and Rhyl South West. The main barriers faced by lone parents in Rhyl include:

- Awareness of being better off in work;
- Low levels of confidence and self esteem; and
- Work experience, particularly for young Lone Parents.

To move more lone parents into sustainable work, a number of changes are needed:

- Integrating New Deal for Lone Parents and Employment Zones resources to create a Lone Parent Team for Rhyl;
- Introducing more innovative and community based engagement strategies to increase the number of lone parents actively seeking work;
- The offer of a work-related 'taster' to all lone parents; and
- Promoting the availability of childcare.

Retention for lone parents entering work through New Deal for Lone Parents is low. 29% of lone parents return to Income Support within a year². Improving retention rates will significantly improve movement towards the 70% employment rate. We will therefore introduce a job retention, progression and rotation service for lone parents which will:

- Provide a service tailored to the need of each lone parent during their initial 26 weeks in employment as a minimum and support beyond 26 weeks for those who need it;
- Help employers to understand and fulfil their responsibilities in helping single parents, including greater flexibility around working hours;
- Work in partnership with employers to increase the skills of lone parents to enable job rotation where individuals are able to fill higher skilled better paid positions – creating entry level vacancies;
- Provide access to practical in-work support advice including tax credits, disability assistance, childcare etc.

Partnership working, which underpins the whole of our approach to City Strategy, is critical to move more lone parents into sustainable employment. Planned changes to achieve a more inclusive and holistic approaches include:

- Strategic alignment and integration of early years and childcare services with those offering employment support, including joint working to ensure the availability of adequate childcare facilities;
- Taster courses to allow lone parents to explore new qualifications without having to commit to year long courses;
- Improving the quality of financial advice, including people's understanding of Tax Credits and to improve their ability to manage debt and money. This may include dedicated support to help process entitlement to appropriate benefits;
- Providing all lone parents with access to careers advice;
- Development of 'peer support networks' for lone parents; and
- Working in partnership with Welsh Assembly Government to develop and pilot an 'out of poverty' calculation for lone parents to inform long term personal action planning and support.

² One Parent Family, Westminster Hall Debate on Lone Parent Employment, 2nd March 2006.

To ensure the effectiveness of our approach to helping lone lone parents into work and to support our cross cutting theme of reducing child poverty, the following enabling measures are sought from DWP:

1. Introduce the In Work Credit for all lone parents with a child of school age. The premium of £40pw to be paid to lone parents on commencing work of more than 16 hours per week, paid tax free up 52 weeks.
2. Pay the Work Search Premium of £20pw to lone parents with a child of school age who agree to participate in activity to improve their ability to enter and compete in the labour market. The 'premium' will enable us to engage with more lone parents and for them to invest in their personal development to enter the labour market with a higher level of skill.
3. Allow lone parents with disability and health problems to access Pathways to Work's Condition Management Programme. It is estimated that some 27% of lone parents suffer from ill health.
4. Restructure the recently introduced EZ for Lone Parents programme with in-work support extended to 52 weeks with additional outcome payments payable at 26 weeks and 52 weeks, to afford investment in the personal development of each lone parent to reduce job churn. This approach compliments the introduction of the In Work Credit through the provision of individual personal support to help address problems - both social and work related - which contribute to the high churn of lone parents in employment. The current level of churn is an inhibiting factor to achieving a 70% employment rate for lone parents by 2010.

Older Workers

Rhyl has an increasingly older population with 1650 people aged 50 and over currently not in employment. Some 1100 are in receipt of IB. Government estimates suggest the number of people aged 50 and over will increase by 24% in the UK by 2020.

Some of the barriers faced by older workers in Rhyl include:

- Outdated and obsolete skills;
- Caring responsibilities;
- Health related problems; and
- Lack of confidence and motivation.

There is no generic solution to the need of older workers, that is why our approach will develop solutions based on individual need.

We know that older workers can play a valuable role in the workplace and are a key group for our aspiration to increase the employment rate in Rhyl. We would like to see older jobseekers getting the same access to opportunities as younger jobseekers. At the moment people aged over 50 have to be

unemployed for 6 months before they can join welfare to work programmes, 18 months for some mandatory programmes.

Our delivery model will propose changes to some mainstream programmes to improve access to older jobseekers, including access to mainstream provision from day one unemployed. Additionally, we need to strengthen our partnership working, particularly with specialist organisations such as Age Positive and The Third Age Employment Network, to shape our thinking and to help pool resources in support of older people.

To aid our delivery the following enabling measures are requested from DWP:

1. All people 50 years and over should have access to welfare to work programmes before reaching 6 months unemployment.
2. The in-work training grant should be available prior to starting work, based on the commitments of the employer and employee.
3. An in-work training grant and return to work credit should be available to all older workers who move from benefit to work and not just older workers who meet the New Deal 50 plus eligibility criteria.

Including Particular Disadvantaged Groups

Certain groups have been identified as being particularly disadvantaged in the Rhyl labour market, especially ex-offenders and young people not in employment, education or training (NEETS) and workless families.

Ex-offenders experience a range of compounding issues which affect their ability to get and keep work, including chaotic lifestyles resulting from substance and alcohol misuse, low skills, debt, mental ill-health and employer attitude. We know that a strong focus on jobs and employer engagement is a crucial step towards improving job outcomes and life chances for this challenging group.

Partnership between organisations, including the Probation Service, Police, specialist support agencies and Altcourse Prison, in support of the resettlement of ex-offenders is already strong and improving. However, all partners accept that more needs to be done, particularly to:

- Create stronger links to jobs through more effective use of work trials which enable employers to view positively the employment of ex-offenders;
- Provide ex-offenders with valuable work experience and new skills whilst benefiting the local community through the sentence planning framework – Unpaid Work;
- Build on the success of People at Work with ILM funds targeted at opportunities/ programmes designed help rehabilitate ex-offenders into work;

- Provide a greater focus on in prison support for offenders from the Rhyl area, particularly to increase the take up of self employment as a sustainable job choice.

The following enabling measures are requested of DWP to ensure the effectiveness of our services to ex-offenders.

1. Making JSA available at the time of release with the aim of reducing the period of delay between claim and receipt of money.
2. Allowing ex-offenders who are residents of Rhyl to engage on Progress to Work prior to release from prison to ensure continuity of support and negate the risk of re-offending.
3. Extend P2W eligibility to former alcohol misusers who are economically inactive.

Young people aged 16 – 18 years old not in employment, education training and education (NEETS) are concentrated in deprived communities and are normally drawn from disadvantaged backgrounds. Whilst the number of NEETS' has declined, there are an estimated 13,100 (11%) of 16 – 18 year olds not in education, employment or training in Wales³. The link between low skill, offending behaviour⁴ and unemployment is well documented. Whilst the precise number of NEETS in Rhyl is unknown, it is estimated to be higher than the Welsh average.

There is a need to further co-ordinate the work of community based youth services, education, training and employment providers to ensure a more holistic and client-centric approach to helping young people into gainful activity. Specific changes to be considered by the Consortium include:

- Mentoring services for the NEET group particularly young people returning from secure placements;
- Addressing the significant basic skills deficiency for this group of young people;
- Advising, guiding and providing practical support to employers on the employment of NEETS, particularly those with a background of offending. The use of ILM's as a pre-employment route-way will be developed with Wales Council for Voluntary Action and Youth Offending Teams; and
- Employment and training linked to Court Orders.

Further research in this area is needed to set improvement targets for reducing the number of NEETS in Rhyl.

³Welsh Assembly Government - Participation of Young People in Education and the Labour Market, Year End 2004

⁴ NEETS' are five times as likely as other young people to have a criminal record and three times more likely to suffer mental health problems, Learning and Labour Market Intelligence, Wales: National Report 2006.

Workless Households

For individuals and families work is the best route out of poverty and to achieve economic independence. We know that work enables family aspirations, fosters greater social inclusion and can improve the health and well being of family members. Nearly 20% of children in poverty live in families of two parents, where neither parent works, whilst 32% of children in poverty live in Lone Parent households where the parent is out of work.

The exact number of households in Rhyl where no one works is unknown at present, but anecdotal information points to a high number. We know that the number of workless households has reduced nationally, but there remain some three million households where no adult works. This makes 'household worklessness' one of the biggest drivers of poverty. What we do know is that there is a considerable household income gap in Rhyl which contributes to both poverty and child poverty. **Table 2** compares the median household income in Rhyl with the UK median.

Table2

Electoral Ward	Median Household Income	Variance with UK Median
Rhyl South West	£17,000	-£7000
Rhyl West	£20,000	-£4000
Rhyl East	£20,000	-£4000
Rhyl South East	£24,000	£0
Rhyl South	£22,000	-£2000

Our approach to increasing the employment rate for lone parents will help to reduce the number of workless households and lift children out poverty. Additionally, we plan to work with Jobcentre Plus and Denbighshire County Council using their information systems to target our support at specific households within Rhyl and actively engage them in a programme of individual and/or family support – creating a family commitment to employment. The active involvement of community based organisations, including Communities First, will be essential to success.

As part of our support we will:

- Ensure all low income families have access to the Credit Union to provide advice and guidance on preventing debt, particularly high interest debt through doorstep lenders; and
- Improve the take up of eligible benefits.

In support of our workless households, the following enabling measures are requested of DWP to ensure the effectiveness of our approach:

1. Increasing the current payment of Extended Housing Benefit from the 4 week maximum to 12 weeks. The current rules reinforce the poverty trap

through the withdrawal of benefit as other income rises, detracting from the over-riding objective of making sure *'work pays'*.

2. Allowing partners of people participating in mainstream programmes such as EZ and Pathways to Work to join the programme as a volunteer, working along side their partner. Evidence from New Deal for Partners shows the value of this approach on positive outcomes.

We plan to work with the Bevan Foundation to consider how its findings on in-work poverty – A Scoping Study on In-Work Poverty – can be on developed to create solutions for Rhyl.

The number of **JSA Claimants** has increased by 24% since April 2004, 22% male and 30% female. This is an extra 132 people claiming benefit, 93 males and 39 females. Numerically the biggest increase relates to Rhyl West (+62), proportionately the biggest increase is in Rhyl East (+40%).

To do nothing will result in further increase in the number of people claiming JSA. Our remedial action will include:

- Working with mainstream providers to improve their focus on Rhyl;
- Intensifying job support activity, particularly during their first few months of unemployment, including the use of mandatory activity.

The role of Jobcentre Plus and the setting of stretch targets for its performance in Rhyl over the period 2007/8 to 2009/10 will be critical to our planned reduction in the number of people claiming JSA.

In support of our approach we request that DWP reduce the qualifying eligibility for EZ for people aged 25+ from 18 months to 12 months in Rhyl.

Mapping Current Provision

Contracts and the delivery of employment and training based provision are not awarded on the basis of Rhyl alone. Contracts are awarded spatially, either for the county of Denbighshire or more commonly for North Wales and Powys. The level of programme performance resulting from Rhyl owes more to the choices of individual contractors – deciding where and how to invest their resources in relation to contract delivery. It is our aim for Rhyl to become a priority for each contracted partner, with a footprint in the town.

We estimate that the monies invested in training and employment programmes in Denbighshire amounts to over £20m. Partners are unable to break this funding down to town level, whilst some contracting organisations are not prepared to divulge information which they deem to be 'Commercial in Confidence. Further analysis, in partnership with individual organisations and the contracting body, will be undertaken to determine the exact investment in Rhyl.

Organisations and contracts currently being delivered in Rhyl include:

Contractor	Contract	Awarding/Funding Body
Working Links	Employment Zone	DWP
	Progress to Work	JCP
A4E	Programme Centre	JCP
	New Deal	JCP
JCP	Want 2 Work	WEFO
Birmingham Chamber Training	New Deal Self Employment	JCP
SOVA	New Deal Mentoring	JCP
Quadrant Media	New Deal for Musicians	JCP
Denbighshire BC	Work Connections	WEFO
Denbighshire BC	Genesis	WEFO
Women's e-Village	Women's e Village	WEFO
Training/FE	WBLA	DELL
Coleg Llandrillo Rhyl	WBLA (see Annex 1)	DELL
Careers Wales	Youth Gateway Keeping in Touch	DELL ESF

With a lack of quantifiable data available at town level, our approach in the first instance is one of working with Jobcentre Plus and other key service providers to ensure there is a better co-ordinated approach to reducing levels of economic inactivity, to raise the rate of employment.

We have, however, liaised with partner organisations to identify the changes leading to improved performance. These have been incorporated into our plan to inform our initial approach to improving the employment rate. Additionally, we will work with Jobcentre Plus to ensure providers deliver a high quality, efficient and effective services.

When we are in possession of town based data will we be able to determine the need and scope for more fundamental change to existing delivery, particularly the alignment of contracts and/or rationalisation.

SECTION 3: PROGRAMME DESIGN

Approach and Programme Design

Working with Jobcentre Plus and other key service providers, the Consortium will ensure there is a better co-ordinated approach to reducing levels of economic inactivity to raise the rate of employment. Tailored programmes of support and advice such as Want2Work and enhancements to existing mainstream provision such as Employment Zones and future provision such as Pathways will provide the catalyst for raising employment rates. We plan to build changes into these and other mainstream programmes to improve their effectiveness, whilst improved efficiency in their delivery will enable us to redirect partner resources to enhance service delivery, particularly services to employers.

The majority of existing employment based programmes are driven by supply (client side) rather than demand (employer side). Our approach will prioritise a demand led approach to provide job opportunities to benefit local communities, including the priority client groups of lone parents, IB recipients and older workers.

City Strategy in Rhyl will be driven by the economic and regeneration needs of the area and is about designing custom built engagement, employment and training programmes to deliver job-ready candidates to employers. With strong leadership from the Consortium, active participation of Rhyl's employers, a focused business plan, a dedicated management team and effective partnerships, including community organisations and companies skilled in the delivery of employment programmes, The City Strategy has the potential to deliver lasting economic and social benefit for Rhyl.

In the next decade the growth in the workforce population of Rhyl will need to come from people who are economically inactive, many who are at a distinct disadvantage in the labour market. A significant gap exists in the employment rate of Rhyl which at 61% is one of the lowest in Wales and substantially below the regional average of 72%.

The gap is not new, it has persisted for the past two decades and without concentrated action, it is unlikely to change. Efforts to address the employment gap have focused until now on supply-side measures improving community outreach, basic skills provision and job search. Whilst success has been achieved, a new approach is needed.

Our approach will use employer action and the pull of the labour market to increase the numbers of economically inactive local people to both enter and progress in work.

The design elements which will underpin City Strategy include:

- Employer leadership to give strategic direction;

- Using the existing local infrastructure and capacity to mobilise and support employer-led partnerships;
- Responding to local employer demand and business needs;
- A customised service that helps disadvantaged groups succeed in employment;
- Active partnership working with the local community to engage economically inactive people; and
- A commitment to monitoring and delivering outcomes.

The vision for City Strategy is for employers, large and small, to make a real difference by driving improved employability and so increase the volume and quality of employment. We will work with employers to design custom-built employment and training programmes around their specific hiring requirements and/or sector specific needs to ensure a supply of job-ready candidates. The capacity and skill of local training partners and Rhyl College, combined with the focusing of the WAG's Department for Education and Lifelong Learning plays a critical role here.

An employer sub-group has been formed, chaired by Arriva Wales, it seeks to inform better co-ordination of existing employer focused employment programmes and training provision in the town, and to influence the design of future employment programmes and training to ensure the meet fully the needs of employers.

The overall aim of City Strategy is to help some additional 700 people into sustainable jobs by 2010, improving the employment rate to 67%.
The way by which this will be done is through:

- Increasing the number of disadvantaged residents who gain steady work and new careers;
- Meeting employer demand for job-ready candidates;
- Encouraging fair and effective employer recruitment and promotion practices;
- Increasing the responsiveness of the employment and skills system to business and local economic client needs;
- Leveraging the performance of employment-based programmes, both current and new; and
- Reinforcing the *rights and responsibilities* of each person who is out of work.

The City Strategy will be supported by Denbighshire County Council and the Department of Innovation, Enterprise and Networks strategic drive to encourage companies to base and grow their business in Rhyl (or the surrounding area).

An illustration of our Delivery Model is included at Appendix 2.

Target Sectors

We have initially identified six sectors which require the greatest volume of new employees, based on their growth potential and/or ageing workforce profile. These are:

- Retail
- Construction
- Manufacturing
- Public Services
- Health and Social Care
- Hospitality, leisure and recreation

Geographical Coverage

Most employment programmes segment the market by client group or perceived barriers to work. Our experience is that a holistic approach to community engagement which provides individual choice promotes greater cohesion within communities, leading to improved prosperity for the individual and the whole community. Whilst the City Strategy will serve the whole of Rhyl, it will prioritise its efforts to develop skills and increase employability in area's most disadvantaged wards – those with the highest levels of worklessness.

Target Groups

Whilst we advocate a local community-based approach to raising employment levels, this recognises the need to help into work more people in receipt of Incapacity Benefit, Lone Parents and people aged 50+, in support of the Government's agenda on welfare reform. Therefore, within its community based approach, the City Strategy will support the following disadvantaged groups:

- Recipients of Incapacity Benefit
- People aged 50+
- Lone parents
- Young people not in education, employment or training
- Ex -Offenders
- Workless families
- JSA recipients

Partnership Working for Delivery

The City Strategy will harness the power of local partners to deliver service improvements and innovation which help to move more people into work. We will draw on the experience, knowledge and skill of the public, voluntary and private sectors to ensure the success of The City Strategy.

The design of City Strategy will comprise six main elements:

- Employer engagement;
- Employer supported training routeways;
- Workforce development – proactive in-work support for up to 26 weeks for those who need it-community outreach;
- Soft and hard skill development;
- Community outreach; and
- Personal support to aid job entry.

The mainstream and local employment programmes providing support initially to City Strategy, include:

- Employment Zone;
- Progress to Work;
- Programme Centres;
- Pathways to Work
- Genesis⁵
- Want 2 Work
- Women's e Village
- New Deal 18-24
- New Deal for Lone Parents
- Denbighshire Work Connections⁶
- Work Based Learning for Adults
- Sparks Enterprise⁷
- Youth Gateway
- Keeping in Touch

KEY PROGRAMME ELEMENTS

Employer Engagement

Employers are a crucial component of any employment based strategy. We recognise that more needs to be done to understand the needs of employers and to engage them more proactively in supporting and developing jobseekers prior to commencing work and in the work place. Employers - large and small – have the same fundamental core needs; to quickly find people with the right skills to fill their vacancies and to reduce staff turnover. However, employers are often not always aware of the type and support available, and can be confused by the different provision and funding available. What they see is a disorganised support structure, initiative overload and high levels of bureaucracy.

⁵ ESF funded programme improving access to education, training and jobs.

⁶ ESF funded programme helping young people leaving care into work.

⁷ ESF funded programme improving the confidence and skills of people with mental health problems to enable them to enter work.

If we are to release people from long term benefit dependency we need to address the long standing employer concern that they cannot recruit enough people with the right skills.

We seek to make a difference here. We will work in support of the 'employer pledge' made by City Strategy, to provide a cohesive and integrated recruitment service to employers:

- A single point of contact for recruitment with all local stakeholders working in partnership, whilst still enabling the needs of each jobseeker to be met;
- A full diagnostic assessment of individual employability; and
- A quick and responsive matching and recruitment service for employers supported by a Service Level Agreement establishing minimum standards;
- Promoting the take up of work trials to help build the skills of individual clients and to encourage employers to 'take a chance' on disadvantaged clients.

It is anticipated that Jobcentre Plus will take the strategic lead in developing the service offer to employers in Rhyl, supported by the City strategy Project team, and partner organisations – Working Links, Careers Service, Rhyl College, Remploy and the Probation Service.

In support of our approach we request that DWP apply the following enabling measure:

Extend work trials from 3 to 6 weeks to allow both employer and employee time to establish an effective relationship and to provide more time to address both in work and social issues to increase the number of work trials resulting in a job.

The approach taken by City Strategy will further seek to:

- Involve employers in the leadership of City Strategy through the creation of quarterly employer forum to review the quality of service provided and for joining and linking local employment and skills activity;
- Invite employers to endorse the City Strategy approach by:
 - providing employment opportunities for local people;
 - hosting funded training places; and
 - directly employing a number of agreed unpaid posts (ILM).

Employer Supported Training Routeways

Employers must be seen as much more than just the provider of a job at the end of a long employability production line. The only way to properly engage employers in the employability agenda is by involving them fully in the process from the earliest stages of programme design. City Strategy will do

this to gain an understanding of employer needs and to develop interventions which meet these revolving requirements. City Strategy will:

- Involve employers in identification of skills gaps, the design of training events bespoke to their individual recruitment needs or to the recruitment needs of their sector;
- Screen all clients for basic skills and provide a co-ordinated approach to access basic skills provision – this will be a common standard of our customer delivery model ; and
- Signpost employers to appropriate funding sources of training.

Our aim is a much better match between skills provision and the needs of the local economy. The City Strategy Employer Project Worker will provide the practical lead to ensure this happens and will draw on support from the Rhyl Business Group.

Workforce Development

Simply helping people into work is not enough. Really making a difference to people's lives means working with them over the long term – releasing them from poverty and enabling them to fulfil their true potential. We will create real routes out of poverty to break the cycle of low paid insecure work and poorly skilled work. Without a new approach people will continue to move from unemployment to low paid work and back again. City Strategy will:

- Target support to individual need;
- Provide in-work monitoring for new employees to manage the initial 26 weeks of employment as a minimum – and support beyond 26 weeks for those who need it;
- Design practical progression routeways for each individual based on career development and increased earnings;
- Work with employers to increase the skills of employees and enable job rotation where individuals are able to fill more skilled, better paid positions – creating more entry level vacancies;
- Provide an out of hours 'Constant Care' telephone support service;
- Provide access to specialist support services for those who need them. This will include 1:2:1 support from mental health workers and occupational health advisers;
- Advise employers about current employment law to ensure they comply with requirements on parental leave, holiday provision, the minimum wage and other legislative requirements; and
- Provide administrative support for employers to support welfare-to-work paperwork requirements.

It is anticipated that efficiency gains derived from a more co-ordinated approach to supporting employers will enable resources to be reinvested to support employers in the development of their workforce to improve job retention, progression and rotation. This approach will be supported by an application by the Consortium to the Wales European Funding Office to fund

the Workforce Development Programme inline with its own priority – *Improving Skill Levels and the Adaptability of the Workforce.*

Support Individuals to Develop Skills for Work

Coleg Llandrillo Rhyl working in partnership with training support organisations will develop and deliver pre-employment programmes which provide a bespoke response to the skills needs set out by employers, groups of employment sectors in order to prepare clients for specific job opportunities. This support will extend to the development of pre-employment programmes designed to address the specific issues and barriers to employment faced by individuals from Rhyl.

Our aim is to ensure each individual has the skills essential to take up employment and maintain their employability in the labour market.

Key delivery components are:

- Acting on employer-led requests for training/skills development programmes;
- Consulting with employers, community organisations and other partner organisations to identify what training is required in order to develop individuals to become job-ready. Pre-employment programmes will include: generic skills, basic skills; interview preparation, motivation and confidence building, handling rejection - with actual content determined by the precise skills needs set out by an employer or group of employers and/or the specific issues and barriers to employment faced by local people.

To respond to growing market opportunity, Coleg Llandrillo Rhyl with the support of Dept of Education and Life Long Learning and DWP will create:

- A retail training facility to prepare people through basic skills development, confidence building and customer handling skills to gain entry to the growing retail sector in the area. We will explore the opportunity to gain support from both JCP and the Welsh Assembly Government to include this new facility as part of the Ambition Retail Programme; and
- A construction training facility as part of the expansion plans for Coleg Llandrillo Rhyl, to prepare local people for the expanding construction labour market.

We are keen to:

- Work with the TUC to improve workforce skills development, possibly using their Wales Union Learning Fund to develop programmes specific for Rhyl employers;
- Work through DELL to focus the Skills Concordat agreed between the First Minister, CBI Wales and Wales TUC on Rhyl;

- Engage more local organisations in the development of the people management skills through participation in IIP; and
- Sign up more local employers to the Basic Skills Pledge.

Additionally, we will work with the Wales Council for Voluntary Action to target more of its Intermediary Labour Market support at Rhyl to create a network of projects providing temporary subsidised jobs for people furthest from the labour market, to develop their work ethic and skills for the growing employment sectors. The Consortium is pleased to note that the WCVA is relocating its North Wales headquarters to Rhyl in 2007.

Personal Support

Our commitment to each workless individual in Rhyl is to provide them with a named and experienced personal advisor to:

- Engage them on City Strategy;
- Invite people in receipt of JSA to weekly job focussed job interviews involving both JCP and partner organisations;
- Identify personal solutions to work and agree action plans;
- Screen for basic skills, build confidence, re-skill or up-skill as necessary;
- Give advice regarding local and regional employment opportunities and trends;
- Facilitate self employment advice and guidance, including financial assistance (Test Trading);
- Promote a better off in work philosophy and complete in work financial assessments, including advice on debt and money management with workshops run from within local communities.
- Provide in work support to allow people to both sustain and progress in work; and
- Introduce 'life coaching' for people furthest from the labour market to help them plan for the future, assisting in skills such as positive thinking and personal goal setting

Enterprise Support – Legalising the Informal Economy

There is a perception that the informal economy plays a significant role in the broader economy of Rhyl, but no statistics are available to provide evidence of this. Our approach to boosting the local economy through legalising the informal economy includes:

- Targeting self-employed support, including training and personal development at people known to be working informally;
- The provision of low cost professional services such as accountancy and book-keeping;
- Suspending DWP criminal prosecutions in favour of legalising the business; and

- Actively promoting Test Trading to allow people to retain their state benefits whilst trading.

Denbighshire Enterprise will lead on this work.

The Consortium believes that the tax and benefit system create disincentives to formalising self employment. We are not yet able to propose an alternate approach, but will do so during the life of the pilot.

Voluntary and Community Sector Involvement

Rhyl has significant network of community organisations, over 200 in total including many specialist groups, that can be mobilised to reach out to excluded people and groups to engage them in a process of personal development which moves them from welfare to work.

The approach taken by The City Strategy will align with the work of The Rhyl Area Partnership to ensure an integrated approach to the community involvement, particularly on the engagement of individuals and groups, and in the provision of specialist support.

We already enjoy the active support and commitment of a number of community organisations. Organisations such as The Women's 'e Village', Benefits Advice Shop, Communities First, Denbighshire Voluntary Services Council, Clwyd Coast Credit Union and the Clwyd Alyn Housing Association who are already actively involved in the delivery of services to help address economic inactivity and to foster social inclusion in Rhyl and working in support of City Strategy.

We will build on this community foundation by:

- Raising the awareness of how community groups can support and integrate with back to work programmes;
- Making more effective use of community groups to engage economically inactive people, particularly people with special needs, and to signpost them to appropriate back to work organisations;
- Providing practical training where appropriate to enhance the knowledge capacity of community organisations;
- Responding to the advice of community organisations to shape the thinking and design of back to work programmes; and
- Exploring the opportunity to work collaboratively to secure longer term funding which helps to build the capacity and sustainability of community organisations to enable them to play a more active role in helping local residents into sustainable work.

Our delivery of City Strategy will be influenced through the development of ward action plans to provide an integrated approach to client engagement and through community outreach which connects community-based programmes to mainstream provision. The approach to engagement should lead to the creation of a 'one stop shop' at the heart of local communities. We propose to

develop this concept during the life of the pilot to include a holistic service providing support for health issues, employment, housing advice, building skills and motivation.

Our commitment to the active involvement of the voluntary sector in the delivery of major government initiatives, using their knowledge, skill and community influence, is clearly demonstrated by our appointment of Clwyd Coast Credit Union as the lead accountable body for the financial management of The City Strategy in Rhyl. This unique arrangement is explained more fully in the section on Governance.

Our work in relation to community sector involvement, particularly in the engagement of people, will be the responsibility of the Community Co-ordinator appointed to the Project Management Team.

Targets

Our headline objective is to achieve an employment rate of 67% within the town by 2010. To deliver this objective the number of local residents claiming out of work benefits needs to reduce by over 600 over the next 4 years, whilst the number of people out of work, but not claiming benefits, needs to reduce by nearly 100.

Table 3 details the changes required to the number of people claiming out of work benefits by wards to achieve an employment rate of 67%.

Table 3

Ward	Current Benefit Recipients	Future Benefit Recipients	Change
Rhyl East	615	545	-70
Rhyl South	420	370	-50
Rhyl South East	820	710	-110
Rhyl South West	980	840	-140
Rhyl West	1430	1175	-255
Total	4265	3640	-625

To achieve the employment rate we anticipate moving the following client groups into work:

- 413 IB Clients
- 70 JSA Clients
- 142 Lone Parents
- 68 Non benefit recipients (NEETS and partners of people receiving benefit)

Over the past 5 years there has been no obvious pattern of increase or decrease in worklessness in Rhyl as illustrated in the chart below. The existing provision and macro economic conditions contribute to maintaining the status quo. Considering the historical trends, the objective we have set ourselves is ambitious.

Programme Budget

With most government and local funded contracts allocated on a wider spatial distribution than Rhyl, changes to align funding etc will take time to work through. There is no scope to change the funding of locally based schemes, particularly those which are ESF funded against set criteria and agreed with the Wales European Funding Office. Therefore the first phase of our approach is to bring about improvement to the employment rate through greater co-ordination and integration of existing services to support both employers and jobseekers.

Our detailed budget, which is still in the process of development, will be hugely influenced by a number of key factors:

- DWP agreeing to our proposed enabling measures;
- Influencing existing mainstream programme providers to invest more of their current resources in Rhyl in pursuit of their contract objectives;
- Agreeing through post-tender discussions the performance profiles of Pathway to Work in Rhyl;
- Securing ESF Convergence Funding for new projects;
- The continuing success of *Rhyl Going Forward* to leverage both public, private and voluntary sector investment in Rhyl; and
- DWP reward payments for delivering agreed levels of performance – with monies reinvested in services designed to further improve the economic prosperity of the town.

Set out below is an indicative budget to provide the resources essential to co-ordinate the work of partners and for new initiatives to augment current service delivery.

City Strategy Budget	2006/07	2007/08	2008/09	2009/10	All Years
Staff/Running Costs (Seed Corn)	49,908	195,637			245,545
Staff Costs (ESF)			205,418	215,688	421,106
Programme Cost (Retail Facility)	60,000	11,000	40,000	40,000	151,000
New Programme Cost (DAF)	23,390	50,000	50,000	50,000	173,390
New Programme Cost (ESF/DWP⁸)		200,000	600,000	900,000	1,700,000
Total Annual Costs	133,298	456,637	895,418	1,205,688	2,691,041

⁸ Indicative ESF and DWP reward funding for our proposed approach to sustaining people in work

Our indicative budget model identifies specific funding which the Consortium is confident of attracting. This excludes current programme funding. Critical to our approach and excluded from the budget are DWP reward payments. These payments, based on the direct employment effect of our approach are essential to our development plans moving forward. Such a model should be developed before April 2007, or by September 2007 at the latest.

Cross Cutting Themes - Local

Rhyl Going Forward provides the strategic direction for regeneration of Rhyl through five interrelated themes:

- **Housing** - removal of town's housing dereliction and improving the condition of the housing stock in key areas;
- **Health** - creating healthy communities;
- **Education and Social Inclusion** - a well educated and skilled population;
- **Built and Natural Environment** – creating an attractive and appealing built and natural environment;
- **Business and Enterprise** – a vibrant landscape offering new economic opportunity.

These themes will be cross-cutting to the City Strategy to ensure a coherent and integrated approach to achieving the strategic vision for Rhyl

The Rhyl PACT will provide the strategic leadership for Rhyl Going Forward and for The City Strategy which will work in support of the strategic themes of Education and Business and Enterprise. The interrelationships with City Strategy with the themes of Housing, Health and the Built and Natural Environment are equally critical since many of the causes of socio-economic problems of Rhyl lie not just in being workless, but in the multiple barriers associated in living in an area of deprivation.

A key driver in the interrelationship of each theme, is the aim of the PACT to deliver more effective use of public funds and private and community investment in the delivery of local services.

Some of the key linkages with these themes are set out below.

Housing

The priorities include reducing the number of houses of multiple occupation and improving the standard of housing, including the building of new housing stock. The current infrastructure of Rhyl attracts a transient population, many compounding the social problems through offending behaviour and substance misuse. Addressing the housing issues in Rhyl should lead to increased job opportunities within the construction industry, whilst helping to reduce the social stigma of the town which some investors may find off-putting.

A key issue for us here is the resettlement of ex-offenders in sustained tenancy accommodation rather than temporary accommodation if we are to affect positive life style changes. There is potential to develop construction projects designed to provide suitable accommodation, whilst developing the construction skills of ex-offenders. The opportunity here is currently being explored by the Police, The Probation Service, NACRO, Dewi Sant, Shelter and the Drug Intervention Programme.

The Built and Natural Environment.

A number of 'turn key' projects have been approved by the PACT which will result in the physical regeneration of the area. Substantial progress has been made under this theme including:

- *Ocean Beach* - Modus Developments announced in October 2006 that they intend, subject to planning, to redevelop the former Ocean Beach site for a £85m mixed use scheme incorporating 200 new apartments along West Parade, a new supermarket, leisure units, a 40,000 sq ft office block and a 3 star 60+ bed hotel. The planning application was formally lodged in December;
- *West Parade Redevelopment:*
 - *Numbers 85-90* – the Welsh Assembly Government owns one building in this block and is considering the way forward;
 - *Numbers 76-82* – Pennaf Housing Association has recently started on its £7.5m extra care scheme for the elderly that will be located on the seafront. The scheme will see 59 apartments built;
 - *Numbers 50-57*– this Compulsory Purchase Order scheme was started by the WDA in 2005 and much progress has been made in acquiring most of the properties within the scheme. Work is ongoing.
- *Palace Hotel* – this formerly derelict hotel has almost completed its transformation into 12 new luxury apartments. 5 have already been sold which is an excellent vote of confidence in the promenade's regeneration;
- *Town Centre Retail* – re-development to create 150,000 sq ft of new retail space.
- *East Parade* – Former Hotel Marina site – Phase 2 of this exciting 20 apartment development is currently being built and is scheduled to complete in May/June;
- *Splash Point* – 19 new exclusive apartments are being built here with the cheapest selling at £225k and the most expensive at well over £400k.

Objective 1 supported 'Town Centre Regeneration' projects – Denbighshire County Council were successful in obtaining £2.6m in support of three key investment projects:

- **Drift Park** - the construction of the £3.8m Drift Park on Rhyl's promenade began in December 2005 following the award of an ERDF

grant to support Rhyl's Town Centre Regeneration. Project is now almost completed and has been handed over to the Council;

- **Foryd Harbour** – Phase 1 works have been tendered and the grant application to WAG (Department of Enterprise Innovation and Networks) is being processed. A start on site is expected early in the New Year. Phase 2 study is underway to investigate options on how best to deliver mooring options for leisure craft in Rhyl (an impounded harbour appears to be the most likely option) – we are quite confident that there are developers out there that will be interested;
- **Jobs for All** – the £1m redevelopment of 16-18 Edward Henry Street into community meeting space and a suite of micro-business units will bring much needed new life to this building – arguably the most symbolic of Rhyl's decline over the past 30 years. The local authorities Development Services have submitted their scheme for planning approval and are currently developing their grant application for funding.
- **Healthy Living Centre** – the Local Health Board is leading on a number of projects that affect Rhyl. The one that is currently making most progress is the relocation and expansion of the Clarence House surgery in West Rhyl. The LHB has appointed Apollo Developments to design and build a new health centre and a couple of sites are currently being investigated for their suitability;
- **Lifelong Learning for All** – since the launch of the strategy, Coleg Llandrillo has managed to purchase the Rhyl College site at Cefndy Road where it had previously been a tenant. The college has put together an ambitious improvement and expansion programme which received £2.6m in funding support from the Assembly Government. A new construction skills centre is now being built as part of the site's £3.8m expansion plan – this being in addition to the £2.5m that Coleg Llandrillo has spent in purchasing the site;

The *Rhyl Going Forward* Key Investment Strategy document called for investment in ten Key Investment Projects to the value of £125m, £15m of public funds and £110m of private funds. **To date £166m investment funding has been secured, £16m public and £150m private.**

These developments will support new businesses, promote inward migration, diversify the tourist offer and contribute to the creation of new jobs.

Healthy Living Communities

The focus of this theme is to emphasise the importance of health and social well-being within the community. The acute nature of effects of social and economic exclusion for a large number of people in Rhyl is clearly demonstrated by many of its wards ranking amongst some of the worst wards for health according to the Index of Multiple Deprivation. The link to poor housing

is demonstrable. Many people who find themselves transiting through cheap accommodation in the houses of multiple occupation of West Rhyl, suffer a variety of overlapping health problems and social difficulties – meeting them places a high cost burden on public services.

The priorities here for City Strategy are to:

- Link health and employment services together, particularly the relationship between local GP's and Pathways to Work. Want 2 Work has already made inroads in this direction and these will be further developed by the opening of a new £4m Health Centre in Rhyl, incorporating facilities for the delivery of employment services;
- Use our community based approach to client engagement encourage people in receipt of IB to participate in Pathways to Work;
- To help employers and individuals to manage mental health issues within the workplace and to prevent people from losing their job when they become ill, we will introduce of Remploy's 'Health Minds at Work' programme. Specifically it will:
 - Assist employers to successfully prevent and manage mental distress and promote mental health in the workforce;
 - Empower employees to overcome the barriers created by ignorance and fear which can be exaggerated by issues of gender, race and language by fully involving them in the operation, monitoring and evaluation of the project;
 - Promote the value of early intervention in the treatment of mental health problems as the best means of stimulating recovery; and
 - Fully utilise the existing expertise in mental health services in partnership with the dynamic involvement of mental health service users.
- Support the work already underway by a number of community and contracted organisations to help address the scale and social impact of substance and alcohol abuse in Rhyl.

The following enabling measures are requested of DWP to contribute to the healthy community agenda by helping people to stabilise their life style through work, particularly former substance and alcohol misusers:

1. Extending eligibility for Progress 2 Work (P2W) to former alcohol misusers in addition to the current eligible client group - former substance misusers – would help to address the problem of drug and alcohol abuse in Rhyl. In a recent survey, the residents of Rhyl identified drug and alcohol abuse as one of the worst things about living in Rhyl.

2. DWP committing to extending the P2W contract to 2010, rather than one year roll-on extensions to allow greater investment in partnership working, essential to properly address the problem of resettling former substance misusers (and hopefully alcohol misusers) into work; or
3. Extending the Employment Zone Model to incorporate people who are former substance misusers (alcohol and/or drugs), homeless, ex-offenders and workless. Such an approach would provide DWP with a valuable pilot to test the Employment Zone model with this challenging group, whilst providing us with a higher level of job outcomes.

Education and Social Inclusion

Our overall aim is to combat social exclusion by improving access to education to improve the employability of people living in Rhyl. Working in partnership with training and further education providers and in collaboration with Department for Education and Life-long Learning, the Community Consortium for Education and Training and Sector Skills Council to ensure both education and training meets the needs of local people and employers.

Specifically we will:

- Identify opportunities for improved provision, including new patterns of collaboration and where necessary rationalisation;
- Ensure the work of education and training meets the needs of employers and local people at every stage;
- Deliver training locally, often from the heart of local communities.

Business and Enterprise

The business and enterprise needs of Rhyl are considerable, if it is to move away from its traditional role of a tourist resort to achieve its aim of becoming a regionally competitive business location – though excellent recent progress has been made through the Rhyl PACT.

Developments to regenerate the areas of West Parade, Ocean Beach, the Drift Park, the refurbishment of town centre retail sites, the Rhyl Health Centre and the redevelopment of Rhyl Community College are not just creating the potential for new employment space, but are leading to new job opportunities and the enhancement of Rhyl's infrastructure, particularly its training and education capability and capacity.

Under the strategic leadership of the Rhyl PACT, The City Strategy will work in support these developments. We know they will breathe new life into many of the deprived areas of Rhyl, particularly supporting new forms of employment opportunity for local people.

On the subject of enterprise, there are regular claims that there is little evidence of an enterprise culture in Rhyl. To address these issues we will:

- Form closer links with Rhyl Community College and Rhyl Secondary Schools to promote a spirit of entrepreneurship amongst young people;
- Promote the take up of self employment particularly at groups unrepresented in the self employed sector i.e. women living in Rhyl, through community-based events; and
- Actively engage with sole traders to enable them to take their first step to becoming an employer;
- Actively promoting Test Trading to allow people to retain their state benefits whilst trading; and
- Encourage the development of social enterprises.

Our aspirations for developing the enterprise culture of Rhyl have been boosted by the £1m redevelopment of 16 -18 Edward Henry Street to include micro business units.

Cross Cutting Themes - National

Diversity

The Consortium is committed to promoting an inclusive and diverse community, where people's skills, experience and differences - including race, gender, sexual orientation and disability - are celebrated and promoted. Our partnership includes organisations actively involved in the promotion of social and economic inclusion from amongst disadvantaged groups including; Remploy, Denbighshire Disability Forum, Rhyl Women's e Village.

To measure the impact on diversity our performance framework will be segmented and analysed by gender, age and ethnicity.

Social Inclusion

Our whole approach will work to address social exclusion in Rhyl, inclusive of poverty and low income through the support provided to help people get work and progress in employment. Integration of the Rhyl City Strategy and Rhyl Going Forward will help to address social exclusion in the broadest sense including; poor skills, poor housing, high crime, bad health and family breakdown.

We know the factors that contribute to social exclusion and the actions leading to social inclusion. In Rhyl people who grow up in low income households are more likely to end up unemployed, spending time in prison (men) or as lone parents (women). That is why our approach includes targeting workless households, particularly those on low income with children.

Targeting Rhyl west with employment interventions will contribute to a reduction in crime and re-offending, since its population has the highest density of offenders, drug and alcohol misusers in Denbighshire.

Our partnership approach to delivery of will help to address one of the major problems specific to social exclusion, the lack of 'joining up'.

Addressing these social issues through work will contribute significantly to the vision for Rhyl:

'An enjoyable place to live and work – a town supporting a balanced, permanent, stable and self assured community with prospects and sustainable local economy'.

Health

We know that social exclusion at an individual level can lead to poorer physical health, through poor diet, lack of opportunities for exercise, or higher rates of smoking and drug use, and lead to higher mortality rates. The Wales Centre for Health Excellence promotes the view that long-term worklessness is one of the greatest known risks to public health. Successful delivery of the City Strategy in Rhyl should contribute to a reduction in the incident of ill health.

Discussions are currently underway with Wavehill Consulting to develop effective measures of health improvement through work.

Economic Growth

Rhyl Going Forward sets the strategy for economic growth in Rhyl. Many of the turn key projects already underway in Rhyl and future projects are detailed earlier in the plan. Denbighshire County Council and the Welsh Assembly Government (DEIN) as active members of the City Strategy Consortium will ensure that all future economic growth projects are aligned with City Strategy.

SECTION 4: GOVERNANCE AND MANAGEMENT

Governance

Research by Professor Lloyd and Patrick Berry⁹ which led to the publication of *Rhyl Going Forward* identified that one of the most powerful issues emerging from their consultation was that the system of governance in the town was more of a barrier to progress than facilitator. Specifically it identified:

- A lack of collective and agreed vision;
- A lack of effective consultation;
- Power struggles working against people;

A culture of blame was also identified, with failures and frustrations being experienced by the public, private and voluntary sectors.

Effective governance arrangements are therefore considered essential to overcome past criticism and to ensure the successful delivery of City Strategy.

Rhyl City Strategy Consortium will form an integral part of the Rhyl PACT leading on the strategic aim of *offering a new economic opportunity to Rhyl*. Denbighshire County Borough Council will lead the City Strategy with Consortium membership drawn from key public, private and voluntary organisations who have a 'policy footprint' in the town. Denbighshire County Council will be supported in its strategic management by Clwyd Coast Credit Union acting as the financial accountable body for City Strategy, ensuring a separation of relevant financial accounting and purchasing responsibilities to ensure probity.

The governance framework for the Consortium will comprise a tiered structure of roles and responsibilities which are detailed in Appendix 3 to 7.

Programme Management

The management structure for project managing City Strategy is set out below. The job descriptions for the Project Management Team are included at Appendix 8.

Performance and Financial Management

The City Strategy Project Team, specifically the Programme Manager, will assume overall operational responsibility for the successful delivery of the programme, inclusive of performance, quality and the management of contracting arrangements where appropriate. This person will be the accountable point of contact for both the Consortium and DWP.

⁹ Rhyl Going Forward Final Report, Professor P.E. Lloyd and Patrick Berry, Insight 2004

Our administration and control systems will not only ensure the effective delivery of City Strategy as an enabler of an improving employment rate in Rhyl, it will also negate risk. We will: -

- Ensure accuracy of claims to DWP and to third parties where additional funds are secured;
- Provide timely and accurate Management Information as agreed with our own Consortium, Rhyl PACT and DWP;
- Allow for effective monitoring/inspection of sub-contractors where employed; and
- Provide for close working arrangements as part of the supply chain with partner organisations including Jobcentre Plus.

Our approach will include:

- Monthly performance review against key performance measures with a performance sub-group of the Consortium;
- Monthly meetings with mainstream providers, in partnership with JCP contract Managers where appropriate, to review their delivery arrangements, performance and contribution to City Strategy. Important to our approach will be the agreeing of stretch performance objectives for each mainstream delivery organisation – both in terms of output and effectiveness Quarterly contract reviews with sub-contracted or sponsored partners where appropriate. The Programme Manager will assume this responsibility;
- Creation of a finance sub-committee to oversee the financial management of the City Strategy.

In the short term the exchange of information between partners, including the collection and distribution, will rely on basic solutions such as data-sharing protocols for sharing client information in support of multi-partner working and simple spreadsheets for the capture and reporting of management information.

In the longer term we envisage partners accessing and using a single client data base, similar to the Adept system used by the Jobmatch Project in South Wales, to share client information and provide 'real time' management information. There is a considerable value in such an approach, particularly in the analysis of baseline data to analyses trends and emerging themes. Introducing this system would cost each £1,000 for each user over a two year period, increasing to £5,500 per user if a laptop is provided. Further research is needed here before any decision is made, including appropriate funding sources.

The Key Performance Indicators agreed by the Consortium to measure progress against the 2006 baseline include the employment rate by:

- Town;
- Ward;
- Gender;

- Lone Parents; and
- People aged 50+

The cross cutting theme of the number of children in poverty will also be measured.

Additional measures to measure progress towards an employment rate of 67% include:

- Number of lone parents claiming Income Support;
- Number of people claiming Jobseekers Allowance;
- Number of people claiming Incapacity Benefit;
- Number of people not receiving benefit commencing work;
- Number of workless families;
- Number of people receiving in work support;
- Number of people accessing and engaged on employment programmes.

Work has already commenced on developing a Performance Measurement Framework to measure the impact of regeneration activities, including the City Strategy, within Rhyl. The Framework is being developed by Wavehill Consulting in conjunction with a sub group of our Consortia. Our Performance Sub Group will be responsible for measuring the overall effectiveness of our approach and for monitoring progress towards our proposed employment level target, inclusive of managing the accountability of partners. The Framework will seek to develop softer measures to gauge community involvement and employer involvement in City Strategy.

Financial management of the programme will be managed by Clwyd Coast Credit Union, a not for profit financial co-operative for the community. The Credit Union is registered with the Financial Services Authority (No 213932) as an Industrial and Provident Society. They are also a member of the Association of British Credit Unions Ltd.

Established since October 1997, the Credit Union has 3,300 members and hold service level agreements with Denbighshire County Council and Denbighshire Health. Their governance arrangements include a Board of Directors, Credit and Supervisory Committee.

We are also developing a Memorandum of Understanding, setting out partner accountabilities and commitments, including delivery of activities and aligning and directing funding to support our agreed action.

Administrative Budget

Administrative Costs are detailed in Appendix 9.

The cost of administrative support in keeping with elements of the proposed delivery model from April 2008 will be met through ESF Convergence Funds.

A bid will be made for these funds in early to mid 2007/8. Our design of City Strategy ensures a tight fit with strategic priorities of the Convergence Fund.

Risk Management

The delivery of City Strategy like the delivery of all employment based programmes is surrounded by uncertainty that poses threats to success and offer opportunity for increasing its success. Risk management in the context of City Strategy is defined as the uncertainty of outcome, whether positive opportunity or negative threat. Effective management of risk will be a key contributor to delivering high quality services that raise the employment rate of Rhyl. The Consortium will categories risk at two levels – strategic and service delivery. These will then be categorised by:

- Probability – the chances of the risk occurring; and
- Impact - the effect the risk.

By effectively managing risks, performance will be improved through:

- Increased certainty and fewer surprises;
- Better service delivery on behalf of the residents of Rhyl;
- More effective management of change;
- More efficient use of resources;
- Improved decision making and innovation; and
- Minimising waste, negating fraud, error and providing better value for money.

Our management of risk will also ensure we are able to deliver our obligations and commitments to the City Strategy and in support of each partner organisation.

Working in partnership inevitably involves more complex risks that can affect service delivery. However, the award of City Strategy status to Rhyl has increased the desire to work in partnership at a strategic and service level which will contribute to reducing risk.

Our risk log is included at Appendix 10. The risks will be reviewed monthly by the Project Manager and quarterly with the Executive Board.

SECTION 5: CONSULTATION, COMMUNICATIONS AND LEARNING

Consultation and Communication

The process thus far in developing our proposals for City Strategy has been based on active consultation with key stakeholders including employers, community organisations and public service agencies. The membership of the Consortium gives testament to our inclusive approach. Our proposals also take into account the research conducted by Wavehill Consulting who surveyed residents, businesses and community organisations to develop a Performance Measurement Framework for *Rhyl Going Forward*.

Consultation will be an important element of our approach to continuously shape what we do and how we do it. The Consortium Executive Board will meet monthly throughout the life of the pilot, the Consortium Partnership will meet bi-monthly, whilst task groups formed to advise on key delivery issues will continue to meet frequently to support the practical delivery of City Strategy. Details of these groups, including their current membership, are included at Appendix 6. The chair of each group is accountable to the Consortium Executive Board.

Members of the Consortium will lead in communicating the work of City Strategy within their respective organisations/sectors.

Additionally, our cost structure includes money for:

- Community based consultation as part of the work of Wavehill Consulting to populate their Performance Measurement Framework; and
- Publicising the work of City Strategy through community news letters such as County Voice to promote its aims and aspirations, success stories, promoting events designed to improve social and economic inclusion i.e. benefit surgeries and to promote success stories.

Learning

We will:

- Identify and learn from the most successful elements of our pilot by carrying out annual internal and external evaluations. We will also seek regular feedback from Consortium members.
- Share this learning with other Pilots and with non-pilot areas by providing this information to DWP. Some of this networking has already commenced with Consortium member Paul Murphy, Director for Tourism, Denbighshire County Borough Council liaising with the Chief Executive, Liverpool Culture Company to consider the relationship between City Strategy and tourism, culture and the arts.

- Ensure regular customer feedback on our services by collecting and evaluating employer and client feedback sheets. This will be integrated into the work of Wavehill Consulting.

Review and Evaluation

Review

Progress towards our Strategic Goal of a 67% employment rate will be reviewed quarterly by the Project Manager with reports produced for consideration by the Consortium and which will be based on the management information referenced in Section 1.

Evaluation

Our delivery of City Strategy will be formally evaluated by an independent organisation experienced in the field of evaluating government employment programmes. Our robust approach to evaluation will include:

- Establish impact on the employment rate of Rhyl;
- Review perceptions of what works in the City Strategy process, paying particular attention to:
 - Engaging with inactive clients;
 - Partnership working between organisations;
 - How the delivery model is applied across different client groups;
 - The benefits arising from City Strategy for employers;
 - The added value of workforce development in creating sustainable employment and in helping individuals out of poverty;
- On the basis of the above to consider:
 - Key elements of good practice;
 - How performance compares with other City Strategy locations;
 - Identification of areas for improvement;
 - Challenges in delivery, particularly in relation to mainstream provision;
 - How City Strategy may best be rolled out to other areas in Denbighshire and across North Wales.

Our evaluation will address both quantitative and qualitative dimension of City Strategy and in so doing will actively involve input from Consortium members, employers and the local community. We will consider joint commissioning arrangements with the City Strategy in Heads of the Valley to ensure economies of price whilst optimising the opportunity for collaboration and learning.

The evaluation will further seek to establish socio economic improvements made against the baseline position reported by Professor Lloyd in 2003¹⁰.

¹⁰ Research that informed the Rhyl Going Forward Strategy

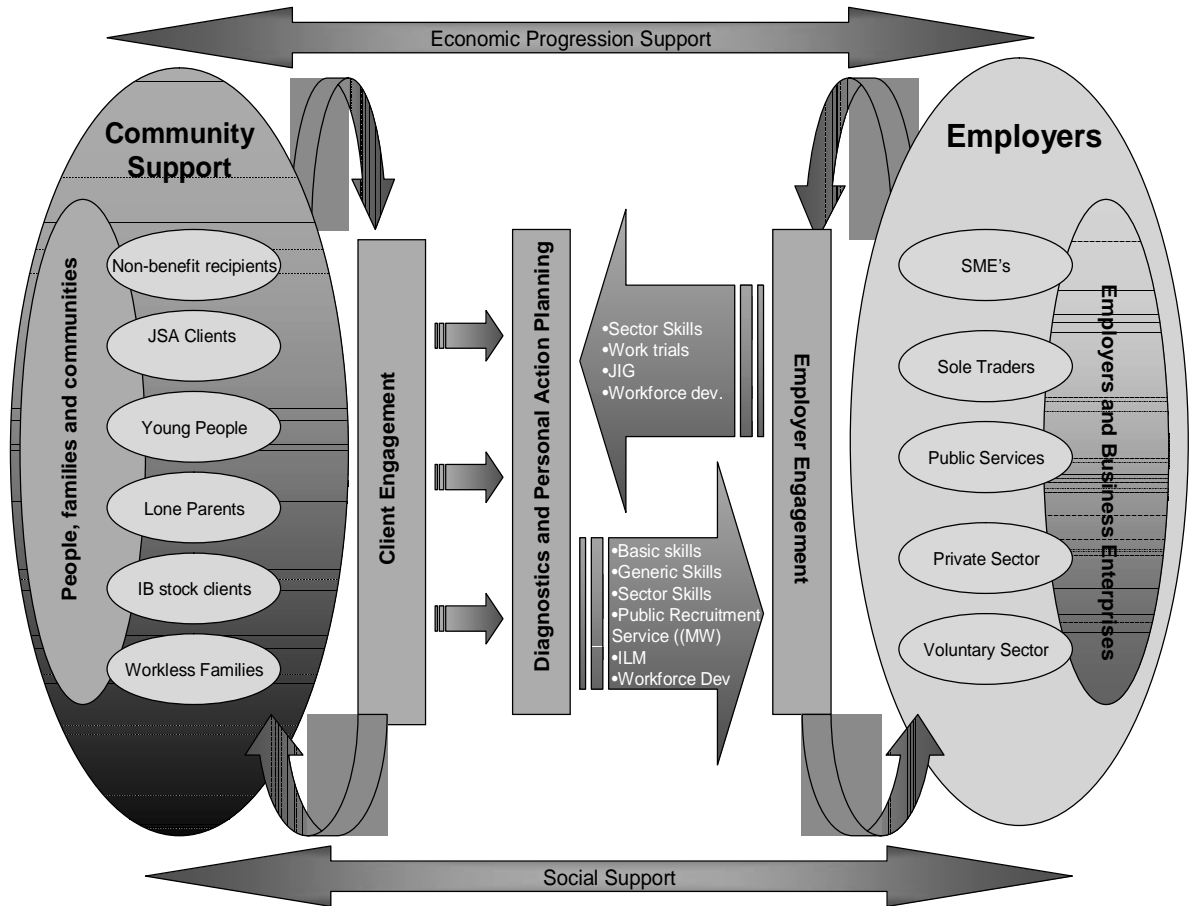
Appendix 1

List of Wards Covered

Rhyl East
Rhyl South
Rhyl South East
Rhyl South West*
Rhyl West*

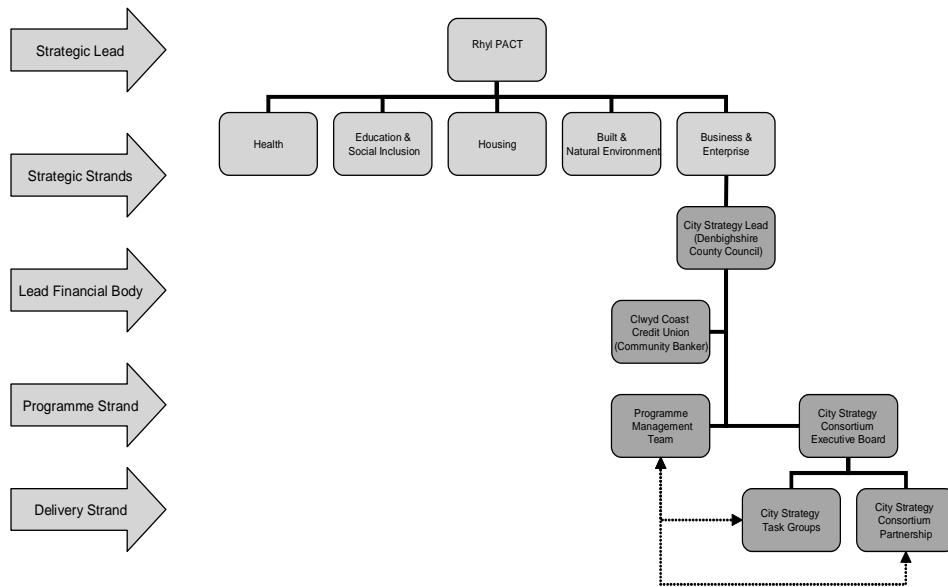
N.B. Those marked * appear in the Deprived Area classification

Appendix 2 – Delivery Model



Appendix 3 – Governance Structure

Rhyl City Strategy – Governance Structure



Appendix 4 – Governance Framework

Set out below is the governance and assurance arrangements for the Consortium and its component structures. It is designed to support the work of Rhyl PACT whilst ensuring the successful and accountable delivery of City Strategy.

Structure

The Consortium will form an integral part of the Rhyl PACT and will deliver its business and enterprise agenda. It will work closely with the local community and in support regeneration initiatives in the town, but is designed to stand alone.

The organisational structure of the Consortium is designed to provide clear accountabilities and lines of responsibility to enable effective decision-making and governance.

Rhyl PACT

The PACT will comprise senior representatives of public services and other stakeholders having a strategic footprint in the town. Detailed arrangements for and representation on this Board are the subject of separate development and timeline. However, it is envisaged that, in the future, a member of the PACT will chair the Consortium Executive Board.

Consortium Executive Board

The Consortium Executive Board will comprise senior-level representatives of partner organisations, each with the authority to decide on strategy and funding allocation on behalf of his or her organisation. The Board will be chaired by a private-sector employer - a member of the Rhyl Business Group - who will also represent the Consortium on the Rhyl PACT. A Deputy Chairman will be drawn from Rhyl Business Group.

Details of the members are included at Appendix 5 with the terms of reference for the Consortium Executive Board is given in Appendix 6.

Consortium Partnership

With a history of mistrust and lack partnership working it is important to engage the wider partnerships of Rhyl in the delivery of City Strategy. The Partnership will provide advice and guidance to the Executive Board and will generally support the Board in the discharge of its responsibilities whilst holding it accountable. Partnership members are detailed at Appendix 7.

Programme Delivery Team

The Executive Board will be supported by a small Project Delivery Team, initially comprising a Project Delivery Manager and three staff. This team will be responsible for ensuring that the Consortium has effective operating systems; monitoring progress and performance; and working with partners to deliver the Consortium's objectives.

Task Groups

The Task Groups will be responsible for making recommendations and providing advice and support to the Consortium Executive Board, and for working with the Project Delivery Manager to develop and implement the Consortium's strategy.

Accountabilities and Decision-Making

Consortium Executive Board

The Consortium Executive Board will have overall accountability for:

- agreeing and overseeing implementation of an Delivery Plan for the City Strategy incorporating employers' requirements and supply-side initiatives
- agreeing a funding and resourcing strategy and appropriate delegated authorities, to ensure that decisions are made at the appropriate level and time
- aligning strategy, funding and other resources to focus help on the most disadvantaged areas
- agreeing funding/resourcing of specific initiatives, in line with agreed strategy
- considering synergy or duplication with other existing regional and sub-regional partnerships, to make optimum use of resources
- making representations to policy makers and Government to address local, regional and national barriers to people moving into work
- ensuring that employment and skills issues are an integral part of overall City Strategy.

Project Delivery Team

This team is responsible for:

- designing and implementing processes to ensure that the Consortium operates effectively
- compiling, reviewing and reporting on progress of the Delivery Plan, in conjunction with partners
- monitoring and reporting on performance
- identifying and working with partners to develop initiatives and projects to address issues in the areas covered by the Consortium

- evaluating and making recommendations to the Delivery Manager and Consortium Executive Board on projects and proposals for funding
- ensuring effective communications between Consortium partners, stakeholders and customers

Initially, this Team will comprise three people, responsible for strategy & communications; performance; and administrative support.

Task Groups

The Task Groups are responsible for making recommendations and providing advice and support to the Consortium Executive Board, and for working with the Project Delivery Team to:

- develop the Employability Strategy and Delivery Plan for the Rhyl City Strategy
- ensure that the supply-side (i.e. residents of targeted communities) is fully represented in the Consortium's strategy and delivery plans
- provide advice and recommendations to the Consortium Executive Board on all aspects of employment, skills and worklessness
- implement relevant aspects of the Delivery Plan
- monitor progress monthly, and identify and implement improvement or remedial activities as necessary
- commission activity as required, and deliver activity commissioned by the Consortium Executive Board

Details are given at Appendix 11

Terms of Reference

Terms of reference which will be developed and reviewed for each group on an annual basis. Group members will remain responsible to their own organisations for carrying out their own accountabilities.

Controls

In the initial stages of operation, Consortium Executive Board, Advisory and Implementation Group and Executive Team members will adhere to the policies and governance arrangements applying to their own organisations, including for example financial and electronic media policies. In the longer term, the Consortium will develop its own detailed policies and control arrangements, with a view to aligning and/or streamlining partners' arrangements.

Risk Management

The Project Delivery Manager will be responsible for establishing, maintaining and managing the Consortium's risk register. Identified risks will be recorded, assessed, monitored and reported to the Executive Committee for agreed action to mitigate the risk.

The Consortium's Risk Register is designed to record risks, assess impact and probability, assign ownership for them and mitigation activities. This is designed specifically to manage risks appropriate to the Consortium's objectives, and is not intended to duplicate or replace partner organisations' own risk registers.

Financial Assurance

Clwyd Coast Credit Union as the accountable body for handling the Consortium's financial arrangements, will quarterly financial reports, which will be reviewed by the finance sub group of the Consortium Executive Board.

Appendix 5 – Consortium Executive Board

Organisation	Name	Title	Position	Ethnicity
Denbighshire CBC	Paul Smith	Mr	Manager- Rhyl Going Forward	White
Dept of Innovation and Networks (WAG)	Wyn Roberts	Mr	Regeneration Manager	White
Clwyd Coast Credit Union	Barry Morris	Mr	Manager	White
Dept of Education and Learning	Ian Williams	Mr	Senior Manager Learning Networks	White
Rhyl Business Group/Clwyd Leisure	Ian Eldryd	Mr	Chairperson Rhyl Business Group/Manager Clwyd Leisure	White
Rhyl Business Group/Arriva	Barry Mellor	Mr	Manager	White
Rhyl Women's e Village	Gemma Fox	Ms	Manager	White
Dawn Project	Edith Frodsham	Mrs	Chairperson	White
Denbighshire CBC	Gareth Evans	Mr	Director of Development	White
Jobcentre Plus	Graham Godfrey	Mr	District Manager	White
Coleg Llandrillo Rhyl	Ceilia Jones	Mrs	Director	White

The Executive Board reserve the right to recruit additional members to the Board to enable it to effectively discharge its responsibilities.

Working Links will act in an advisory capacity to the Executive Board.

Appendix 6

Rhyl City Strategy Executive Board

Terms of Reference

Aim

The Rhyl City Strategy Executive Board exists to support the Rhyl PACT successfully deliver *Rhyl Going Forward* a strategy for the regeneration of Rhyl.

In bringing the public, private and voluntary sector together in partnership, the Executive Board aims to increase the economic activity rates of working age residents within the area by concentrating its work in three areas:

- engaging employers as a key customer in programmes that are designed to move people from welfare into sustained employment;
- helping to ensure that jobless people have the skills they need to meet business demand and to succeed and progress in a competitive labour market;
- increasing the employability and life chances of disadvantaged people facing serious barriers to work;

Membership

The Executive Board is led by a private sector Chairperson drawn from the Rhyl Business Group. Members, drawn from the public, private and voluntary sectors, are leaders in their field who contribute their expertise and resource to the Consortium. The Board is also supported by trade union representation.

Governance

It is proposed that the governance of the Executive Board adheres to the arrangements laid down by Denbighshire County Council.

Appendix 7 - City Strategy Partnership

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Appendix 8

City Strategy Project Manager

Job Purpose

To implement and manage the Delivery Plan for the Rhyl City Strategy including the development and integration of partnerships, processes and funding to provide holistic solutions which increase the rate of employment within Rhyl.

Personal Profile:

- Experience of initiating, leading and delivering projects, particularly to demanding timescales;
- Strong communication and interpersonal skills, including negotiating and influencing skills;
- Experience of developing and sustaining partnerships with a wide range of partners and people;
- Skilled in financial management and performance reporting;
- Good leadership skills and entrepreneurial spirit.

Accountable for:

- Managing the day-to-day operation of the Project Team, providing direction and support, prioritising activity to optimise performance in pursuit of the City Strategy objectives;
- Developing, monitoring and reporting management information in line with the needs of the Consortium;
- Co-ordinating the work of partners and project team to develop a coherent and integrated service which moves more people into sustainable work;
- Identifying employer champions within the area and work with them to promote the value of recruiting from the town's most deprived locations;
- Working with partner organisations within Health, Education, Housing and Criminal Justice to develop cross-cutting initiatives to deliver multiple outcomes which improve the prosperity and well being of individuals and their families;
- Co-ordinating the work of the Task and Finish Groups and the Consortium;
- Networking with City Strategy Co-ordinators to identify and promote best practice.

City Strategy Employer Project Worker

Job Purpose

Developing and leading a co-ordinated approach to employer engagement by public, voluntary and private organizations which meets the recruitment needs of employers within Rhyl and the immediate surrounding area and provides sustained job opportunities for the residents of Rhyl.

Personal Profile:

- Proven team leadership skills.
- Strong communication and interpersonal skills, including presentation, negotiating, listening and influencing.
- Experience of managing a network of contacts with strong relationship building and networking skills.
- A good working knowledge of marketing principles.
- An understanding of the local labour market and the requirements of employers when recruiting staff.
- Evidence of structured planning and organising skills.

Responsible for:

- Co-ordinating the work of partner organizations to provide a coherent and integrated employer service which moves more local people into sustainable work.
- Creating and marketing a 'City Strategy' brand which raises employer awareness and encourages employer participation.
- Promoting positive recruitment campaigns amongst major employers which targets the town's most deprived locations.
- Developing sector specific pre-employment training routeways in partnership with both employers and training partners.
- Regular quality reviews of the service offered to employers, supported by employer forums.
- Administrating a 'social mobility' service for both employees and employers to sustain and progress people in work.
- Encourage larger employers to provide on site childcare facilities where appropriate.
- Networking with City Strategy Co-ordinators to identify and promote best employer engagement practice.

City Strategy Community Co-ordinator

Job Purpose

To develop, maintain and co-ordinate partnership working of community groups, with providers of welfare to work services and employers which help local residents to get and keep employment.

Personal Profile:

- Leadership skills in a community setting
- Understanding of and commitment to community development
- Good communication and interpersonal skills, including presentation, negotiating, listening and influencing.
- Experience of partnership working with community, public and private sectors
- Experience of working with individuals and small groups in a development capacity
- Evidence of structured planning and organising skills.

Responsible for:

- To actively engage community groups in the delivery of the aims of the City Strategy.
- To co-ordinate and develop community partnerships which are responsive to employer needs.
- To work closely with all agencies, welfare to work providers and employers to ensure that there are clear communication processes in place, that information is shared and best practice promoted.
- Establish network links between agencies within Rhyl with welfare to work providers and employers within the area.
- Mapping of the local community needs to reduce duplication in respect of employment based programmes
- To be responsible for the production of all publicity relating to the project.
- Networking with City Strategy Co-ordinators to identify and promote best community practice.

Appendix 9 – Administrative Costs

	Number	Base Salary	Oncost	Total Salary	Year 1		Year 2		Year 3		Year 4		Total Year 1 - 4
					Jan 06 - Mar 07	Apr 07 - Mar 08	Apr 07 - Mar 09	Apr 07 - Mar 10					
Project Management													
Project Director	0.2	£ 72,000	£ 22,320	£ 18,864	£ 4,716	£ 19,430	£ 20,013	£ 20,613	£	£	£	£	64,772
Project Manager	1	£ 33,346	£ 10,337	£ 43,683	£ 10,921	£ 44,994	£ 46,344	£ 47,734	£	£	£	£	149,992
Project Workers	2	£ 28,000	£ 8,680	£ 73,360	£ 18,340	£ 75,561	£ 77,828	£ 80,162	£	£	£	£	251,891
Administrator	1	£ 16,000	£ 4,960	£ 20,960	£ 5,240	£ 21,589	£ 22,236	£ 22,904	£	£	£	£	71,969
Sub Total 1	4.2				£ 39,217	£ 161,573	£ 166,420	£ 171,413	£	£	£	£	538,624
Running Costs	Value												
Travel & Subsistence	£110 per person/month				£ 1,386	£ 5,544	£ 5,544	£ 5,544	£	£	£	£	18,018
Mobile Phones	£50 per person/month				£ 1,386	£ 5,544	£ 5,544	£ 5,544	£	£	£	£	18,018
ITelephones/office supplies	£200 per month				£ 600	£ 3,000	£ 3,000	£ 3,000	£	£	£	£	9,600
Marketing/Communication	£200per month				£ 600	£ 3,600	£ 3,600	£ 3,600	£	£	£	£	11,400
Employer/Partner/Community Consultation Events					£ 300	£ 1,200	£ 1,201	£ 1,202	£	£	£	£	3,903
IT Costs	£190 per person/month				£ 2,394	£ 9,576	£ 9,576	£ 9,576	£	£	£	£	31,122
Personal Development	£500 per person/year				£ 525	£ 2,100	£ 2,100	£ 2,100	£	£	£	£	6,825
Consultancy (MI System Development/Support)					£ 3,500	£ 1,500	£ 1,501	£ 1,501	£	£	£	£	8,002
Audit Costs						£ 2,000	£ 2,000	£ 2,000	£	£	£	£	6,000
SubTotal 2					£ 49,908	£ 195,637	£ 200,486	£ 205,480	£	£	£	£	651,512
Retail Training Facility													
Premises Refurbishment	(Refer to EOI)				£ 30,000								£ 30,000
Retail Training Equipment					£ 13,000	£ 11,000							£ 24,000
EPOS Systems					£ 17,000								£ 17,000
Grand Total					£ 109,908	£ 206,637	£ 200,486	£ 205,480	£	£	£	£	722,512

The running costs of the retail facility will be met by partner organisations. Such costs will include, rent, rates utilities and maintenance.

The cost of accommodating the project team will be met by partner organisations.

Appendix 10 - Risk Register Framework

High Level Risks

Risk Number	Risk Identifier	Risk Owner	Date Identified	Risk Number	Description	Probability	Impact	Total Score	Action
1	Chris Ruane	Gareth Matthews	15/02/2007	1	Failure to gain approval of City Strategy Business Plan by DWP	2	5	10	Ensure revised Business Plan addresses the issues identified by the ECOTEC review
2	Gareth Matthews	Wyn Roberts	15/02/2007	2	Lack of capital investment in Rhyl to support business growth during 207 - 2010.	2	5	10	Active promotion of Rhyl as an investment location
3	John Killion	Project Manager	15/02/2007	3	Community partnerships not fully engaged in supporting City Strategy.	1	5	5	Active communication and promotion of the aims of City Strategy to the community and voluntary based communities of Rhyl
4	Gareth Matthews	Project Manager	15/02/2007	4	Performance Milestones not achieved	3	5	15	Develop contingency plan for dealing with under performance, including the performance of mainstream employment programme providers in Rhyl.
5	Paul Smith	Gareth Matthews	15/02/2007	5	Failure to recruit City Strategy Programme Team	3	5	10	Secondment opportunities advertised amongst partner organisations. All post to be filled by end of April 2007 at latest.
6	Gareth Matthews	Project Manager	15/02/2007	6	Partners withdraw support for City Strategy	1	5	5	Regular involvement and communication with partners to keep them fully engaged with City Strategy
7	Gareth Matthews	Project Manager	15/02/2007	7	JCP fail to negotiate with Pathway to Work provider the performance targets set out in the Business Plan.	3	5	15	Discussion help with JCP District Manager to reinforce issue.
8	Gareth Matthews	Project Manager	15/02/2007	8	DWP do not agree to enabling measures set out in the Business Plan.	4	5	20	Regular review with DWP on status of 'enabling measures'

Appendix 11 – Partnership Task Groups

TASK GROUP - EMPLOYERS

Chair: Barry Mellor, Arriva

JCP	Public Service	Debbie Rogers
Sainsbury's	Retail	Hazel Evans
Packem	Manufacturing	Dave Acott
M & C Jones	Construction	Mike Jones
DCC	Administration	Linda Jones
HB Leisure	Tourism & Leisure	Craig Yew
NHS Trust	Health & Care	Angela Salkeld
Remploy	Employment Services	Mike Clarke

TASK GROUP - HEALTH

Chair: Elaine Powell – Denbighshire Disability Forum

Co-Options: Andy Lowe

Denbighshire Voluntary Services Commission: Lynsey Haveland

Community Drug & Alcohol Services: Christine Weaver

Denbighshire Disability Forum: Elaine Powell

Local Health Board: Sally Hughes Jones

MIND: Carol Evans

North East Wales Carers Association: Helen Webster

TASK GROUP - CLIENTS & SOCIAL INCLUSION

Possible Chair: Gareth Evans, Denbighshire CC

Working Links: Ann Lloyd

Want 2 Work/JCP: Gareth Davies/Heather Jones

Work Connections/DCC: Gwynfor Griffiths

North Wales Police: Richard Hughes

Communities First: Maria

North Wales Probation; Steve Ray

Benefit Advice: Nick Scott

Denbighshire Foyer Ltd – Bob Cooper

TASK GROUP - ENTERPRISE & BUSINESS

Chair: Brian Thomas – Denbighshire Enterprise Agency

Denbighshire Enterprise Agency: Brian Thomas

Rhyl Business Group: Ian Eldred

Job Centre Plus: Debbie Hawks

Rhyl Town Council: Gareth Nickels

DCC Rhyl Going Forward: Paul Smith

Welsh Assembly Government: Wyn Roberts

Princes Trust Cymru: Shane

Clwyd Coast Credit Union: Barry Morris/Margaret Carroll

TASK GROUP - EDUCATION & TRAINING

Chair: Celia Jones - Llandrillo College

Llandrillo College Rhyl: Celia Jones

Careers Wales: Jean Williams

Dells: Ian Williams

Denbighshire County Council: Julian Molloy

Women's e Village: Gemma Fox

Community Agency: John Killion/Ann Weir

North Wales Training: Terry Jones