

GREAT YARMOUTH EMPLOYMENT & SKILLS ACTION PLAN (Updated 8 May 08)

Rows that are shaded are now completed actions. New items are listed at rear of document

What	Why	Who	Funding Source	By	Target/ Outcome
To undertake an analysis of Jobcentre Plus vacancies for Great Yarmouth by Occupational area.	To identify five priority occupational areas where we can potentially develop employer led training programmes and consider if they mirror Norfolk priority areas (Retail, Distribution & Logistics, Care, Construction, Leisure & Tourism).	Jobcentre Plus	NA	End December 2006 Completed	
To undertake an analysis of employers and recruitment agencies not using Jobcentre Plus to identify current/future vacancy trends.	To support the analysis by Jobcentre Plus and to provide a complete picture of the vacancy situation.	Consultant	NRF	Report delivered by end March 2007	Received April 07
To develop a detailed map of training providers and funders in Great Yarmouth leading to development of a web page detailing all support available.	To provide employers with a comprehensive overview of providers in Great Yarmouth what they deliver and where funding for training can be found.	Consultant	NRF	Consultant Report delivered by end March 2007	Received April 07
To develop occupational specific routeway training programmes in the key occupational areas targeted	To meet employer needs and to assist workless benefit recipients to enter employment.	Jobcentre Plus: LSC Service Providers: (With support from	New Deal funding (Jobcentre Plus)	fiC funded research around employers	Research for community being undertaken by Workhouse (100 face-to-face client interviews). Employer

AGENDA
ITEM

11(a)

<p>at key employers and sectors. This to include community engagement and address employer perceptions</p>		<p>Chamber of Commerce, Voluntary Community Organisations, employers, GYBC)</p>	<p>Train to Gain (LSC) iic</p>	<p>and community out to tender 19 July. Training programme developed and out to tender by June 08</p>	<p>work via CFE Ltd (400 employer phone contacts, 4 employer workshops and presentatuaion event) Workhouse report received & shared with Employment & skills group Dec 07 CFE report received March 08. Invitations to tender for support programme agreed by group May 08. Programme potential start Sep 08 To move 200 number of people in receipt of Job Seekers Allowance through a program of support resulting in 100 moving into employment within 13weeks of support ceasing</p>
<p>To develop a fund to remove barriers to employment faced by unemployed people that cannot be removed through interventions of other agencies.</p>	<p>To ensure that unemployed people have greater access to employment and are more competitive in the labour market.</p>	<p>Jobcentre Plus via LEGI funding</p>	<p>LEGI (Barriers to Work Fund)</p>		<p>Barriers Fund not to proceed as single entity. Potential for this to be incorporated into the training and support detailed in item above maximising use of both IIC & LEGI funding</p>
<p>To identify long term employment opportunities for</p>	<p>To ensure local people have the opportunity and skills to</p>	<p>LA/ JCP/ LSC GYBC EDO to</p>	<p>LA</p>		<p>Construction of port has</p>

local people resulting from East Port and Urban Regeneration targeting suitable employers who are willing to engage	compete for employment opportunities	arrange meeting with Nuttalls, JCP & EDO to discuss construction opportunities both for local businesses and people EDO to contact GY Port Co to discuss issues as above once more details known		Aug 07 Oct 07	been contracted to Nuttalls who are sub contracting Post construction activity falls to Gt Yarmouth Port Co. who are in the process of agreeing next steps LA/JCP have made a joint approach to both organisations to establish coherent strategy around recruitment and use of local employers
To introduce a targeted programme of Work Trials to employers.	To involve employers more in recruiting people who have been unemployed.	Jobcentre Plus	Jobcentre Plus	Ongoing	27 Worktrial starts with 53% resulting in paid employment
To undertake consultative work with PCT around support available to those who are incapacitated to move closer to employment	To link to the Pathways to Work agenda around this customer group that is due to commence December 2007	Contact with Paul Bryce (PCT) re activities that assist those on IB returning to work	PCT/NRF	Jan 08	Project to go ahead funded by PCT& NRF looking at exercise as a way of enhancing life and reducing worklessness Fit for Work. Funding agreed of £6k to assist 60 people prior to March 08 with agreement to expand this to 180 people once demand established PCT & JCP have agreed referral process in place
To review the provision and	Childcare is perceived as a real	Community		End May	Paper produced by

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research reasons for low take up of Childcare in Great Yarmouth to ensure that it meets the needs of parents seeking to return to work.	barrier to Lone Parents and married couples to taking up employment opportunities but take up in some areas of Gt Yarmouth is very low.	Connections JCP	2007	Community Connections and Jobcentre Plus identifies take up is not a major issue in Gt Yarmouth compared to other parts of Norfolk
To build upon work currently in progress in some High schools & GYCFE to build links with local employers (for example Ready to Work programme)	To enhance work experience and skills opportunities for children unlikely to obtain non vocational qualifications by establishing pre leaving school links with employers across a wide spectrum of occupations	Connexions, schools, LSC, Neighbourhood Management	March 08	Proposal for Opportunities week submitted to NRF for approval by sub group including GYBC, Vol Sector Potential Careers Fayres for all Gt Yarmouth schools Event undertaken with sizable attendance
Raise aspirations of young people and their parents in order for them to understand the employment and skills needs of the future Gt Yarmouth economy by delivery of a set piece event	Young people in Gt Yarmouth are identified as having generally low work and training aspirations due to a number of factors. This needs to be addressed in a coherent way by all relevant agencies if we are to fill the future skills gaps of the local workforce	All partners	Event by end Feb 08	Development work via sub group of Neighbourhood Manager, Connexions, Voluntary Sector Partnership linked to Comeunity programme Design for one day event (March 08) being formulated but to encompass schools, parents & employers Event undertaken in March 08. Mixed schools attendance
To increase volume of ESOL provision locally for those seeking or recently entering	Increase employability of target group	LSC	End June 07	There has been an increase in ESOL places available via LSC (throughout the county

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employment						not just in Yarmouth) over the past 4 years year-on-year Skills for Life training includes ESOL. ESOL employability tasters and full courses have been developed in partnership with GMB Union and the Priority Centre/Skills for Life Team in Yarmouth.
Use the recently announced Working Neighbourhood Fund to meet gaps in current provision of employment & skills support in the borough	To provide an employment & skills focus to current and potential NRF projects to support the delivery of LSP priorities in Gt Yarmouth	To be agreed	Working Neighbourhood Fund over 3 years from April 08	Ongoing		See potential initiatives, supporting activities as listed below
Engage consultancy support to bring together all recent studies of worklessness agenda in Gt Yarmouth,	To provide over arching framework and make recommendations on way forward that can be included in development of WNF spend	Emp & skills Board	liC	June 08		Consultant identified, work in progress
Engage with forum chairs re identified priorities for WNF spend	To gain input and buy in on process	David Baldry	No cost	May 08		Awaiting forum responses due 27 May
Design overarching process for delivery of WNF initiatives	To enable potential delivery organisations (including those with transitional funding from previous NRF projects) to understand objectives of WNF and how they can contribute	Emp & Skills Board, Paul Cheeseman to supply draft outline LSP Exec to ratify & shared widely		May 08 June 08		

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<p>On completion of Invitation to tender for IIC programme to consider using WNF funding to guarantee future of programme for 09/10</p> <p>Repeat successful elements of GY Opportunities Week in 08/09 financial year</p>	<p>To support potential providers by increasing length of programme and potentially number of participants</p> <p>To deliver two events Oct 08 for high schools year groups 14-16 to meet employers providers Jan 09 for adults to meet employers providers</p>	<p>Emp & skills Board ratified by Exec</p> <p>Emp & skills sub group</p>	<p>To be agreed</p> <p>Source to be identified</p>	<p>June 08</p>	<p>Initial approval sought from Exec for initial costs preparing for events to be treated as transitional costs and sourced accordingly.</p>
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Report to the LSP Board
Monday 7th July 2008

Ref: Employment and Skills Working Group

Current Membership

The Great Yarmouth Employment and Skills Group comprises of the following members; Job Centre Plus, Crime and Disorder Partnership, Community Connections, Business Link, Comeunity, Learning and Skills Council, Chamber of Commerce, Primary Care Trust, Connexions, Voluntary Sector Partnership, liC Management Team Representative, GYLSP Officer.

Working Neighbourhoods Fund

The Employment and Skills Group have undertaken two key pieces of work in relation to Working Neighbourhoods Fund (WNF). These are:

- 1) To devise and implement a process that retains relevant capacity within the third during the transition between Neighbourhood Renewal Funding and WNF.
- 2) To develop a fair and transparent commissioning process that is based upon evidence of need, and gaps in current provision.

Consultation and Needs Analysis

The work of the group is being informed by the liC / Enterprise GY commissioned research which is currently being conducted by OCSI. This research aims to: a) provide a baseline picture of deprivation, worklessness, skills, enterprise, and employment across the Borough, b) review existing activity of people based regeneration, and c) identify gaps in current provision and recommend priorities and interventions for WNF.

A draft of the first phase of the research has been presented to group members.

The group is also being informed by LSP Forums, who have been asked to provide themed responses to the issues relating to employment, skills, and enterprise. In addition to this, the existing Employment and Skills Plan is also being used as an important reference point.

Draft Delivery Model 1

Based upon existing knowledge and research, the group have devised a draft delivery model for individual beneficiaries. This provides the potential for a mix of funding to be allocated by incorporating a small grants programme. *

**Diagram to be tabled*

The initial findings from the OSCI research are consistent with the draft delivery model.

This delivery model is being guided by the following aims:

Core Aim

The model should facilitate an integrated approach to the delivery of services, to enable beneficiaries to move seamlessly between its composite parts.

Underpinning Aims

Responsive

The model should respond to the needs of the target client group(s), in order to facilitate a sense of shared ownership, and where necessary, create positive attitudinal shift.

Complimentary

The model should avoid duplication, but instead, promote effective and genuine partnerships between new and existing services / local strategies.

Innovative

The model should provide additional services and where appropriate, encourage new and innovative methods of delivery.

Flexible

The model should provide some scope for flexibility during the course of the delivery period, in order to respond to a potentially changing environment.*

**Social, economic, and geographic factors*

Focussed

The model should enable appropriate weighting of resources / delivery in line with LAA Indicator, 153*, and pay reference to relevant statistical data such as the 2007 Index of Multiple Deprivation.

**NI 153: Working age people claiming out of work benefits in the worst performing neighbourhoods*

Fair and Accessible

The model should aim to facilitate service delivery that reflects the diversity of potential beneficiaries, and which contributes to an environment in which independent third sector organisations can operate successfully.

Supportive

The model should facilitate the provision of supportive intervention through a series of step changes, and include an integrated mechanism which tracks individual progression routes.

Draft Delivery Model 2

The group is now beginning to look at the second part of the delivery model, which concentrates on engaging employers.

Next Steps

The delivery models will be reviewed and revised, where appropriate, to incorporate the full findings of the OCSI research.

The group will provide a revised briefing paper to keep organisations up-to-date with WNF developments.

The next meeting of the Employment and Skills Group is scheduled to take place on Thursday 3rd July.

**LSP Board Meeting****7 July 2008**

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Second Homes Council Tax**Background**

It is expected that about £110 thousand will be the Great Yarmouth share of the second homes council tax to be collected in 2008/9. Added to this is £83 thousand handed back by projects that were allocated funds in previous years.

At the April 2008 Board meeting, board members considered and approved that £50 thousand should be allocated to part fund the cost of environmental rangers in 2008/9.

The Board also agreed the principle of further investment into the Rural Transport initiative, subject to further examination of detailed proposals and costings.

Rural Transport Project

£ 57 thousand was awarded to this project in 2006/7 but only half this amount was spent. The Board agreed that the underspend could be rolled forward to 2007/8.

Meetings have taken place involving the LSP Chairman, the LSP Officer and Community Connections, the accountable body of the project, to examine the proposed extra investment. The conclusion was that the direct cost element, £9 thousand, of the proposed expenditure should be funded by second homes council tax.

Out There International Festival

Details of the proposed new high profile annual international cultural festival are attached.

£80 thousand from past under spend is being sought to part fund the festival. The total budget is £170 thousand. The principle of the festival was warmly supported by the LSP Executive. The draft financials were requested and these have since been provided. It has been pointed out that investment of second homes council tax will attract match funding.

An investment of £80 thousand must necessarily come from the past underspends. Concerns for the sustainability of the festival were expressed as these underspends will not be recurring. Seachange acknowledge that second homes council tax will not be available beyond 2008/9 and have expressed confidence that other funds will be secured. A number of bids to

external bodies are pending. A letter of comfort from the Council may be required in the interim.

Will the LSP Board:

- **Ratify that a further £9 thousand, is awarded to the Rural Community Transport Project funded by second homes council tax.**
- **Subject to formal clearance of Great Yarmouth Borough Council, approve the investment of £80 thousand to part fund the "Out There" Festival planned for October 2008.**

TEL 20 June 2008

Second Homes funding proposal Out There International Festival

From October 2008 it is intended that Great Yarmouth will establish a new high profile annual International Cultural Festival. 'Out There' will take place in the half-term week of October 25th to November 2nd, combining international, UK, regional and local cultural practitioners and groups, public performance and spectacular street shows, projections and illuminations, venue based events, music, dance, theatre, film, circus, an international food festival and wide range of participatory and spectator experiences crossing the arts, sports, heritage, culture and education.

Festival Objectives

- Promote and celebrate Great Yarmouth's International Links and local International Cultures in an integrated family-friendly celebration that will bring together the whole community, boost Community Cohesion, break down perceived barriers and make Yarmouth residents feel positively connected to other countries and cultures
- Contribute to economic development through Cultural Tourism, extending the season, broadening the appeal of the Borough to a wider demographic and highlighting/strengthening the year-round offer to new markets
- Develop skills, employability and jobs through an extensive year-round + festival programme of training, education, volunteering and workshop experiences and opportunities
- Create a sense of Cultural Vibrancy, Boost Civic Pride and Raise Aspirations
- Reflect and Bolster Great Yarmouth's 'Competitive Identity' and communicate key messages about Great Yarmouth's unique character and bright future through high impact events and high profile creative platform

Community Involvement

- OutThere is a 'public festival' and celebration that can be enjoyed by all residents of the Borough.
- The majority of events and spectacles will be in public spaces and free of charge – allowing tens of thousands of people to see them
- An extensive community involvement programme will also allow residents to showcase their own talents alongside professionals and build their skills through volunteering – 1000 local people will be involved in 2008
- The festival is being developed in conjunction with a wide range of community partner organisations

- The festival will be used by a wide range of local individuals and groups as a public platform for their work – any Borough group can perform or add an event to the official programme so long as it fits with the OutThere ethos somehow
- OutThere will put particular emphasis on showcasing emerging talent, professional/community collaboration, fun and inspiring work and opportunities for the public to 'have a go' at something new
- International links will bring Yarmouth residents into contact with both International Artists and community groups (particularly young people) – in 2008 this will include acts and people from France, Belgium, Ukraine, Brazil, Rwanda, Spain, Finland, Portugal

Management and Delivery

- OutThere will be managed by the Borough Council's Arts Development body SeaChange Arts.
- The event is being developed in conjunction with GYBC's Cultural Partnership group to ensure involvement across the Cultural Sectors (Heritage, Arts, Sport, Tourism).
- GY Neighbourhood Management ComeUnity, GY Voluntary Sector Partnership, GYROS, GY International Association, Community Connections, Great Yarmouth Youth Arts Partnership (YOT, YMCA, GFS, PRU, MIND, Moving On, Schools etc) and a wide range of other key community organisations are working in partnership with OutThere to ensure a high level of involvement and participation by young people, the diverse community and the wider community
- ZAP Art is producing and managing the significant Outdoor/Street Arts elements of the festival (ZAP is a charity and the UK's leading Street Arts organisation with over 25 years pioneering experience in major National and International street arts events)
- The technical group consists of SeaChange Arts, GYBC, ZAP, GY Town Centre Partnership, GY Tourism, Norfolk Constabulary, GY Port Authority, Neighbourhood Management, GY VSP, Technical Consultants
- A network of Cultural organisations providing programming support to help develop the festival include Norwich Arts Centre (Arts Council East Escalator Music 'new talent centre'), New Wolsey Theatre Ipswich, Oval House Theatre London, Access To Music, Casa Musica Porto Portugal, PECA Network UK and France, New Writing Partnership

Funding and Sustainability

PECA Interreg IVa and GYBC

Great Yarmouth is a partner in a 7m Euro 4 year EU Interreg IVa French/UK funding bid supporting the PECA Network (European Polycentre of Creative Arts) of major street arts festivals in South/East UK (including Brighton, Southampton,

Winchester) and Northern France (Amiens, Rouen, Lille, Brest). The proposed partnership and past PECA programmes have a strong emphasis on social inclusion, community cohesion, economic development and regeneration of deprived areas.

The PECA Interreg bid will be formally submitted in June is expected to be approved in October (the chances are good as the bid is strong, PECA has successfully thrived through Interreg over the last 10 years and the Interreg programme needs to spend money). Following the changing of Interreg boundaries to include the East in this programme for the first time, Great Yarmouth was invited to join the partnership – a fantastic and timely opportunity given GY's own ambition to develop an international festival. OutThere 2008 will be the official launch of the 4 Year PECA programme and the UK premiere of at least one major French Streets Arts Production.

GYBC intended investment in OutThere over 4 years is £300,000. This will lever a minimum of 592,000 Euros via Interreg (this could be as much as 900,000 Euros pending current PECA finalisation of eligible in kind expenditure figures).

The GYBC £300k local investment commitment will be evidenced in the bid through a GYBC letter of intent. Discussions are taking place to source this funding which is likely to be via Area Based Grant funds, the processes for which are currently being established.

As part of this intended GYBC investment of £300k over 4 years, £80,000 is sought from Second Homes funding in order to launch the festival in 2008 and secure the Borough's place in the Interreg bid. This year 1 investment is crucial to the development of the Festival.

The Interreg application result will be announced in September/October – this is plainly too late to rely on Interreg funding to deliver an October 2008 Festival, however, Interreg funding is retrospective and will refund 50% of eligible expenditure in connection with OutThere that has taken place from December 2007 to January 2012.

Additional Investment

- The combined GYBC and Interreg Investment will provide over 1m Euros over 4 years.
- This substantial investment in a high profile initiative crossing a wide range of agendas and funding priorities will be used to attract and build significant additional funding from a range of sources including public bodies, trusts and foundations, corporate sponsorship as well as earned income through ticketed events and trading concessions
- By year 4 the festival aims to have built an annual turnover of £400-500k, generating ancillary economic benefits to Great Yarmouth of over £1.5m

(based on UK studies of ancillary benefits from festivals and cultural events)

- Through four years of development OutThere will become a major established event and have developed an effective model for sustainability and future growth
- Great Yarmouth and SeaChange Arts has a strong reputation for working with young people and communities and existing external investment in such year-round projects will make a significant contribution to the festival and community ownership and participation. This includes:
 - GY Youth Arts programme supported by Big Lottery, Paul Hamlyn Foundation, NCC, Young Persons Participatory Theatre, National Foundation for Youth Music, Longest Story In the World, UK Film Council/First Light – projects all generating young people's work that will be showcased as part of the festival
 - RAPID (Regeneration Arts Partnership of Intercultural Dialogue) – 2 year 360,000 Euro partnership with Portugal and Finland to support emerging artists working with communities – work/performance generated by artists in Portugal this summer will feature in the festival
 - £65,000 Arts Council Lottery funding (applied for, TBA end May) to support GY Community Theatre project/performance led by the Brazilian 'Dende Collective'.
 - Calouste Gulbenkian Anglo-Portuguese Funding (5000 Euros)-will support a Portuguese Vocal group's performance in the festival and community workshops
 - Norfolk Arts Partnership 'Melting Pot' Cabaret Nights recently launched bringing diverse and indigenous communities together
 - The Royal Philharmonic Orchestra's community residency will generate a new work to be performed by the RPO and community musicians

Why Now?

- GYBC Arts Policy adopted January 2007 – commitment to increase investment from extremely low historic levels, put Culture at the heart of Regeneration and strengthen events and programming needs to be actioned
- Sustainable Communities Strategy (draft) – commitment to the development of Arts & Culture; and establishing International Festival
- GY Cultural Economy and Creative Industries Development Strategy endorsed by LSP Exec highlights Festival as an economic vehicle
- LSP prioritised Community Cohesion as focus issue for Norfolk Arts Partnership NCC/GYBC project programme ('Melting Pot' cross-

community cabaret nights now running weekly and community cohesion is a major festival element)

- 800th Anniversary of King John Charter – marked by the festival this year but also establishing a new major annual event as a legacy from this anniversary year
- East Port opening 2009 – OutThere will help raise the profile of our growing International links and aims to help attract the potential new EU visitor market once a continental ferry connection is running
- First East – riverside development and opportunities will be highlighted by a spectacular evening river fireshow and tightrope act (the third river crossing achieved!)
- Recently arrived migrant communities and businesses can be involved to make greater contribution to GY's Competitive Identity, boost community cohesion and attract new markets for GY's growing international-flavoured cafes, restaurants and bars
- PECA/Interreg – a fantastic opportunity to secure significant investment over 4 year and the support of established major festivals to grow OutThere into a major international festival in its own right
- Need for high profile platform/gravitational point to support the development and revival of new and recent events (eg Learning Festival, Opportunities Fair, Herois de Mar festival etc)
- Cabaret Nights
- Olympics – emphasis on sports/arts crossover, animating public spaces, young people and internationalism makes the festival well-placed to capitalise from the Cultural Olympiad over the 4 year initial investment period to 2012
- InteGreat – this £16.5m scheme invested significantly in improving and creating 'performance areas' (including Market place, Regent road, Seafront) – these spaces now need to be used to best effect
- Great Yarmouth is now at significant turning point (Eastport, 1st east, Casino, Private Sector Confidence/Developments)– Out There helps to make a very public statement reflecting and reinforcing this

Joe Mackintosh
Chief Executive
Seachange Arts
April 2008

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Great Yarmouth LSP Executive

Draft Terms of Reference (June 2008 Revision)

Statement of Purpose

To oversee the delivery and review of the Sustainable Community Strategy in order to improve the quality of life for residents of the Borough and to promote community cohesion and an appreciation of diversity and equality within the Borough

1. To review progress against targets (performance management)
2. To develop and promote strong partnership working between statutory, business and community and voluntary sectors within and outside the Borough
3. To establish and review criteria for allocating external funding in a fair and transparent way and make recommendations to the Board
4. When authority to advise on the allocation of money is delegated by the Board, to make those investment decisions and commission initiatives and interventions in line with the criteria established in (3) above
5. To scrutinise and endorse spending plans maximising opportunities for joint working
6. To consult, communicate with and empower residents and other stakeholders to inform LSP decision-making.
7. To receive regular reports from constituent forums, working groups and boards
8. To receive presentations and representations relevant to the Partnership's agenda to facilitate synergies and joint working
9. To foster communication between partners
10. To undertake tasks allocated by the Board
11. To identify gaps in service provision and seek sustainable solutions
12. To work to reduce inequalities in the Borough by prioritising areas of greatest need in terms of service provision



enterpriseGY (LEGI) PROGRESS REPORT TO LSP BOARD

7 July 2008

1. Building Report

The formal opening of Novus Centre was marked by two functions – a preview for Councillors on 13 May, and the official opening on 21 May. The Centre became fully operational on 2 June, and there are already bookings for the training rooms and other facilities through to December.

As previously advised, the 'Market' end of the original building is being converted into a business incubator of 13 office units (of between 15 and 30 square metres each). It will be known as 'Catalyst – business acceleration centre'; the timetable for opening this facility to new, or existing, growth orientated businesses is August 2008.

2. Future Activities

All current Delivery Partners have been asked, by July, to provide high level plans/initiatives for consideration as part of the 2009-10/2010-2011 second phase planning process. The target is to have a defined business plan, for the second funding period (2009-2011), by October this year.

3. UKBI Research

As part of enterpriseGY conviction that future decisions should be evidenced based, a major business incubator feasibility study was commissioned, to verify the demand for such a facility in Great Yarmouth (undertaken by UK Business Incubation).

Phase 1/2 of that study has now been completed with the report conclusion citing 'the Borough could generate, attract and sustain a flow of innovators and entrepreneurs for a business incubation environment aimed at those with potential to grow'. In other words, there is sufficient demand to develop (and sustain) such a venture in Great Yarmouth.

This will now form a major plank of the future programme for enterpriseGY; initial planning for a major business incubator will commence in once Phases 3 and 4 of the research are completed (in approximately August).

4. Needs Analysis for Great Yarmouth

The study being undertaken by HoldenMcAllister, in respect of enterprise, skills and worklessness, has now concluded Phase 1 of that study. (The study is a jointly funded project in conjunction with Investing in Communities.)

This phase of the study provides a comprehensive and current 'baseline' for a range of factors present in Great Yarmouth that impact on enterprise, skills and worklessness (factors such as health, qualification levels, etc.).

The second phase will look at the critical needs identified in Phase 1, and provide options for addressing those needs, specifically from the perspective of how those interventions will impact positively on enterprise, skills and worklessness. The Phase 2 (and final) report is expected to be available by the end of July
