Scrutiny Committee

Members of the Scrutiny Committee:

Mrs M Dewsbury (Chairman)
Mr T Lewis (Vice Chairman)
Mrs V Bell
Mr L Hornby
Mr B McClenning
Mr A Pond
Mrs S Thomson
Mr K Tilcock
Mr K Weeks
Mrs J Wilby

Agenda

Date
Wednesday 21 May 2014

Time
9.30 am

Place
Council Chamber
South Norfolk House
Long Stratton
Norwich
Norfolk
NR15 2XE

Contact
Caroline Heasley  tel (01508) 533685
South Norfolk District Council
Swan Lane
Long Stratton Norwich
NR15 2XE

Email: democracy@s-norfolk.gov.uk

If any member of the public wishes to speak on a non-confidential item, they may do so at the discretion of the Chairman

If you have any special requirements in order to attend this meeting, please let us know in advance

Large print version can be made available

13/05/2014
AGENDA

At the discretion of the Chairman, a short break will be taken after the meeting has been running for approximately two hours.

1. To report apologies for absence and to identify substitute members;

2. Any items of business which the Chairman decides should be considered as a matter of urgency pursuant to Section 100B(4)(b) of the Local Government Act, 1972. Urgent business may only be taken if, "by reason of special circumstances" (which will be recorded in the minutes), the Chairman of the meeting is of the opinion that the item should be considered as a matter of urgency;

3. To Receive Declarations of Interest from Members;
   (Please see guidance form and flow chart attached – page 4)

4. To confirm the minutes of the Scrutiny Committee meeting held on 17 April 2014
   (attached – page 6)

5. Review of South Norfolk Job Clubs;
   (report attached – page 11)

6. To consider call-ins (if any)

7. Scrutiny Work Programme and Cabinet Core Agenda;
   (attached – page 18)
Working style of the scrutiny committee and a protocol for those attending scrutiny

Independence
Members of the Scrutiny Committee will not be subject to whipping arrangements by party groups.

Member leadership
Members of the Committee will take the lead in selecting topics for and in questioning witnesses. The Committee will expect members of Cabinet, rather than officers, to take the main responsibility for answering the Committee’s questions about topics, which relate mainly to the Council’s activities.

A constructive atmosphere
Meetings of the Committee will be constructive, and not judgmental, accepting that effective overview and scrutiny is best achieved through challenging and constructive enquiry. People giving evidence at the Committee should not feel under attack.

Respect and trust
Meetings will be conducted in a spirit of mutual respect and trust.

Openness and transparency
The Committee’s business will be open and transparent, except where there are sound reasons for protecting confidentiality. In particular, the minutes of the Committee’s meetings will explain the discussion and debate, so that it could be understood by those who were not present.

Consensus
Members of the Committee will work together and, while recognising political allegiances, will attempt to achieve consensus and agreed recommendations.

Impartial and independent officer advice
Officers who advise and support the Committee will give impartial and independent advice, recognising the importance of the Scrutiny Committee in the Council’s arrangements for governance, as set out in the Constitution.

Regular review
There will be regular reviews of how the overview and scrutiny process is working, and a willingness to change if it is not working well.

Programming and planning
The Scrutiny Committee will have a programme of work. Members will agree the topics to be included in the work programme, the extent of the investigation to be undertaken in relation to resources, and the witnesses to be invited to give evidence.

Managing time
The Committee will attempt to conclude the business of each meeting in reasonable time. The order of business will be arranged as far as possible to minimise the demands on the time of witnesses.
Review of South Norfolk Job Clubs

Communities Officer - People

Scrutiny Committee Members are asked to consider the report, assess the effectiveness of the Jobs Clubs to date and consider the development of a more targeted “jobs service” as part of the early help approach once the current contract for Job Clubs expires in September 2014.

<table>
<thead>
<tr>
<th>Cabinet member(s):</th>
<th>Ward(s) affected:</th>
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<tbody>
<tr>
<td>Martin Wilby</td>
<td>All</td>
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Contact Officer, telephone number, and e-mail:
ian Lambert 01508 533943
ilambert@s-norfolk.gov.uk

1. Purpose of Scrutiny

1.1. In September 2012 South Norfolk Council (SNC) agreed to set up Job Clubs in the District. SNC commissioned MTM Youth Services to deliver the first of six Job Clubs. Wymondham Job Club launched in January 2013 followed by five further clubs in Diss, Harleston, Loddon/Poringland, Long Stratton and Costessey all being in place by October 2013.

1.2. The overall outcome for the Jobs Clubs is to help the young people attending to secure sustainable employment. The purpose of this report is to provide Members with an opportunity to assess the extent to which the Council funded Job Clubs are achieving this objective and how such a service might operate in the future.

2. Background

2.1. Each Job Club runs every week (48 weeks of the year) for two hours on the same day each week, at the same time and venue. With the exception of Harleston the venue is the local library. The Clubs are held at a time when the venue is closed to the public, ensuring a quiet and private environment for attendees. Part of the arrangement with the Norfolk Library Service is that they make facilities available and provide at least one member of staff to support the Job Club.

2.2. Harleston Information Plus (HIP) was commissioned to run Job Clubs in Diss & Harleston. As HIP already had suitable premises at the HIP offices it was agreed that its venue would be used for the Harleston Club.
2.3. The Job Clubs at Loddon & Poringland are combined and run on alternate weeks. All Job Clubs were provided with a transport budget. This money is used to reimburse attendees the cost of their travel, should they incur any, immediately removing one barrier to their attendance. This ensures that attendees from either Loddon or Poringland could make each week’s club if necessary.

2.4. The Job Clubs themselves were set up in response to the seemingly inconsistent service provision facing young people in South Norfolk. A number of partners, including Job Centre Plus, Norfolk County Council and others recognised there was a need for more dedicated provision however, set against the needs of other areas, South Norfolk appeared lower down the priority list.

2.5. The Jobs Clubs are funded through New Homes Bonus money (Year 2) and cost £40,000 per annum to run.

3. Current Provision

3.1. Attending a Job Club should help young people quickly move into employment, or possibly training that will lead to employment, following attendance of a club.

3.2. **Contractors** – The contractors are asked to perform a number of functions in helping young people find employment:

- It is the contractor’s role to work with young people attending the job clubs to help them hone the skills, confidence and tools they will need to find employment.

- They must provide a relaxed, comfortable, safe and encouraging environment for young people.

- The contractors must assess the young person’s current circumstances and needs at their first Job Club session.

- They must provide young people with the information and advice they need to access services that will result in them becoming ‘work ready’ and ultimately employed. This involves an amount of preparation work before each Job Club based on each attendee’s need.

- Contractors must report back to the Council on the number of attendees per session and in particular highlight ‘successes’ achieved by young people as well as highlighting areas for improvement. Job Clubs are still relatively new and therefore recommendations for changes/improvements are encouraged.

- Contractors must build strong links with relevant partners who can help young people in their journey to ‘work-readiness’ - this includes liaising and building relationships with local employers.
• Contact with club attendees who have ceased attending is to be maintained with a contact made approximately three months after they have left to see how their employment situation has developed. In many cases it has not been possible to maintain contact with these individuals however we have also learnt that some former attendees have found alternate employment and in some cases that they have moved away.

3.3. **Partner Organisations** – The success of the Job Clubs is reliant on the strength of partnership working and pooling of resources by the Council, its contractors and the key partner organisations. The Partner organisations include:

• Norfolk County Council who provides an extended service that adds value to the booking of the Library as a venue for five of our six clubs. The County Council ensures a member of Library staff is available throughout each session and that all Library facilities are available to each attendee, despite the facility being closed.

• Norfolk County Council also provides support through many services it delivers as Children’s Services. The most notable is the relationship that has formed between the contractors and Norfolk County Council’s Children in Need Teams where many referrals are made to and from both sides.

• Norfolk County Council – South Norfolk Youth Advisory Board also provides support for young people eligible for Job Clubs and has recently launched a hardship fund available to all young people in South Norfolk. The fund can award them a one-off grant of up to £500 to help towards the purchase of vital services, equipment or training.

• Job Centre Plus also provides a number of referrals and promotes the Job Clubs to young people eligible to attend who currently claim unemployment benefits.

3.4. **Venues** – The Council has negotiated a contract with the Norfolk Library Service to provide access to libraries at a time when they would otherwise be closed.

• This allows access to computers, and more importantly the internet, for all attendees and a member of staff on hand to support the Job Club Coordinator

• The venues are mixed in quality and provision. Wymondham and Poringland Libraries are excellent new facilities. Diss Library however is quite small and does not offer the same level of comfort and practicality.

• Harleston Information Plus already ran Job Clubs from its own premises and therefore it was felt appropriate to allow this to continue and it is a more than suitable venue.
3.5. **Young People** - The Job Clubs are designed to provide excellent advice and information services to complement existing provision from key partners. It is important to highlight that young people attending the clubs are expected to apply for jobs and attend interviews on their own and although there is follow up work after a young person has left the club this is purely to assess the success or otherwise of the support we have provided. Young people have received the following information, support and advice:

- Searching for and applying to Apprenticeship opportunities
- Searching for and applying to job opportunities
- Interview skills and techniques
- CV writing support – either to write their first one or to make improvements to their existing CV
- Advice and information from expert professionals, other than the coordinators, such as the Princes Trust, Education Youth Service and Guidance Advisors from the Children in Need Teams.
- Identifying and arranging work experience and volunteering opportunities.
- Help to address transport barriers
- Help identifying relevant support available to young people that they were not aware was available. Services such as MINT who specialise in helping young people find employment by supporting them to overcome barriers to employment.
- They benefit from one to one information and advice if necessary as well as group work aimed at growing the supporting nature of the Job Clubs.
- Help accessing funding, such as the South Norfolk Youth Advisory Board’s young person’s fund, to enable them to access employment or training.

3.6. If attendees are not ‘work ready’ they are not encouraged to enter job applications or attend interviews that would not be appropriate. Many of the various support agencies involved consider getting the young person to attend the clubs to be an important and significant step, to achieve regular attendance by young people that will enable them to access the help, advice and services that will ultimately help them to gain employment is paramount to our aims. However, as reported at paragraph 3.17 below, reported outcomes are not currently indicating that this is happening.

3.7. Young people who may already have behavioural issues and whose confidence is low need to be supported to attain new skills and grow in confidence. Young people can currently attend as many sessions as necessary. Section 4 explores whether this should be the role of a Jobs Club.
3.8. The Job Clubs provide young people with the support, direction and encouragement they need to grow in confidence and become ready to take advantage of these opportunities. They are there to ‘pick young people up’ should they have a bad experience, and help them to learn and develop from it. Job Clubs are not there to hit ‘tough targets’ and ensure a certain number of young come in and out of the Clubs. They should be judged on individuals getting sustainable employment.

Outputs

3.9. Attendance at Job Clubs has been varied. In terms of numbers and case studies, formal appointments of contractors were made in October 2013 and therefore two quarterly reports have been received to date (April 2014). Contractors have also provided information on attendees since each club has been established.

3.10. During quarter three 79 young people attended all six Job Clubs (31 Wymondham, 19 Diss, 14 Harleston, 9 Long Stratton, 4 Costessey and 2 Poringland/Loddon).

3.11. Corresponding figures for the second three months (Quarter 4) were as follows: 72 young people attended the clubs (24 Wymondham, 13 Diss (new members), 15 Harleston, 6 Long Stratton, 11 Costessey, 3 Poringland/Loddon).

3.12. The Contractors also provide South Norfolk Council with data regarding the age, gender and needs of the young people as well as information on what specific activities have been undertaken in the sessions.

Outcomes

3.13. In Quarter 3 the Job clubs supported 26 of the 79 young people move into Education, Employment or Training (EET) 33% of attendees in this period.

3.14. The figures for January – March 2014 (Quarter 4) show that 14 of the 72 attendees moved into Education, Employment or Training (EET), or 20% of attendees.

3.15. 2,900 people aged between 16 & 64 who are considered economically active are currently unemployed. 18% of the total number of people considered to be economically active (67,600) in the district are aged between 16 to 24. We would therefore expect 522 young people to be unemployed (18% of 2,900).

3.16. Jobs Clubs have so far placed 40 young people into Education Employment or Training which would appear to represent about 7.5% of young unemployed people in the district.

3.17. These figures do not suggest that the interventions are leading to increased jobs placements as young people benefit from longer exposure to the services from the Jobs Clubs. This is based on six months data and will be measured again at the end of the next quarter and at the end of the contract period. However it is apparent that the Jobs Clubs need to focus on specific roles as part of a wider range of interventions.
4. The Future role of Jobs Club – part of the Early Help agenda

4.1. As has been identified the clubs are designed to do more than match up young people with specific job opportunities. They should be seen as part of the emerging Early Help agenda and therefore as part of a wider service.

4.2. Jobs Clubs were originally envisaged as being part of a wider programme of support for young people to access education and employment. The aim was to support this work in conjunction with the wider Youth Advisory Board (YAB) which would include looking at the current and future demand for jobs in South Norfolk so that young people can be supported to acquire the skills, knowledge and attitudes they need. Economic resilience is a key aim of the early intervention agenda work and there is clear evidence to show that getting young people off NEET considerably improves their life chances and those of their families.

4.3. Jobs Clubs are about placing young people in work and it is important that they focus on that end of the spectrum. Young people attending Jobs Clubs should be close to being ready for work – not in need of high end early intervention. This is already being recognised and the Loddon/Poringland Jobs Club is now trialling the use of appointments rather than the “drop in” model. This will ensure that the young people attending the Jobs Club are committed enough to make, and turn up for an appointment.

4.4. All of this means that in the future the focus may not be on running a particular number of clubs but rather on providing a jobs ‘service’ covering the district. The service would be linked to the YAB and would be part of South Norfolk Council’s early intervention spectrum, potentially forming part of the Early Intervention Hub. This job service would link into wider work with families, and as part of a multiagency approach take young people who are nearly ready for work, keep the support going and make them ready with practical help with interview techniques, CV writing, and job applications, and helping them get sustainable employment. Other practical assistance might include advice around travel, links into colleges, as well as matching young people with employers. The Prince’s Trust Get Started and Get Into programmes which will be funded by South Norfolk Council will deliver part of this service but these are specific programmes, and the jobs ‘service’ would have a wider remit.

4.5. This service will also link closely with the Council’s approach to economic development by engaging with local businesses to understand current and future needs, and to demonstrate to businesses the advantages of employing young, local people. Tangibly this could include holding “employer days”, utilising existing business forums to gain a greater understanding of local skills needs.

4.6. Those young people who are some way off being ready for work and at risk of being NEET will be targeted by the early help programme, as part of the Hub. This is a different service / resource although based in the hub. It is important to distinguish between pre job and job support.
The Job Clubs have been supported by key partner organisations and further work will be done to see if the Council can work with these partners to deliver a service beyond September 2014. The current contracts end at this time and there is no current provision in the 14/15 budget to continue running Job Clubs.

5. **Relevant Corporate Priorities**

5.1. Enhancing our quality of life and the environment we live in by raising people’s aspirations and helping them develop key skills and find employment or training.

5.2. Promoting a thriving local economy by reducing unemployment and by helping to develop a skilled local workforce for employers.

5.3. Supporting communities to realise their potential by supporting organisations like HIP to deliver complex services and increase their capacity to deliver services, maximising the potential of volunteers.

6. **Conclusion**

6.1. The Job Clubs have provided support to a range of young people. The skills available through the Job Club coordinators and their partners mean they can support a varied range of users from those with learning difficulties to those simply unsure what they want to do.

6.2. However, the provision of six clubs may not prove to be the most effective model. The trial of an appointment based approach in Loddon/Poringland will be evaluated to determine whether it yields more positive outcomes and is therefore a more appropriate use of resources.

6.3. The aim of Jobs Clubs is to find young people sustainable employment, but this may not always be something that can be delivered quickly. It has been anticipated that some young people need longer periods of information and advice support before they secure sustainable employment. However, after six months reported outcomes do not provide evidence that placement rates are increasing.

6.4. Job Clubs need to be viewed as part of the wider early help agenda and could potentially form part of the new Early Help Hubs currently under development. As described in section 4 above, it may be that in future we see a jobs service, focussing on near work-ready young people as part of a wider offer, rather than regularly scheduled “clubs”. Any model for future delivery with partners must not be solely reliant on SNC funding.

7. **Action Required**

7.1. Members are asked to consider the report, assess the effectiveness of the Jobs Clubs to date and consider the development of a more targeted “jobs service” as part of the early help approach once the current contract for Job Clubs expires in September 2014.
Scrubinny Committee – Work Programme

In setting future Scrutiny TOPICS, the Committee is asked to consider the following: T imely – O bjective – P erformance – I nterest – C orporate Priority.

<table>
<thead>
<tr>
<th>Date of meeting</th>
<th>Topic</th>
<th>Organisation / Officer / Responsible Cabinet Member</th>
<th>Objectives</th>
<th>Method(s)</th>
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<tbody>
<tr>
<td>2 July 14</td>
<td>Welfare Reform – review of preventative measures and update on universal credit</td>
<td>Revenues &amp; Benefits Manager and Cllr Y Bendle</td>
<td>For members to consider the measures the Council has put to enable officers to intervene early in cases of the most vulnerable families and residents and evaluate the benefits and outcomes of this work. As part of this report, members to also receive an update on the introduction of Universal Credit.</td>
<td>Officer report</td>
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<tr>
<td>2 July 14</td>
<td>Whitlingham SLA review</td>
<td>Communities Officer – Sport and Wellbeing and Cllr M Wilby</td>
<td>For members to review the Service Level Agreement between SNC and the Whitlingham Charitable Trust. Members to make recommendations regarding the level of future funding.</td>
<td>Officer review</td>
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<tr>
<td>13 Aug 14</td>
<td>Meeting to be held in event of call-in only</td>
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<tr>
<td>1 Oct 14</td>
<td>Market Towns Initiative</td>
<td>Communities &amp; Active Life Manager and Cllr M Wilby</td>
<td>For members to receive an update on the Market Towns Initiative and evaluate forward planning regarding the scheme.</td>
<td>Officer report</td>
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<tr>
<td>13 Nov 14</td>
<td>Review of nplaw: update</td>
<td>Compliance and Risk Manager &amp; Cllr G Wheatley</td>
<td>For members to consider a review of nplaw since the last scrutiny review in November 2013, including the performance of the service received from nplaw, satisfaction levels, savings achieved, impact on resilience and the reliance on legal advice from Solicitors.</td>
<td>Officer report</td>
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<tr>
<td>22 Dec 14</td>
<td>No items scheduled</td>
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<tr>
<td>June/July 2015</td>
<td>Neighbourhood Working Review</td>
<td>Communities and Active Life Manager and Cllr M Wilby</td>
<td>Members to review the new way of neighbourhood working, particularly the criteria for allocating funding from both budgets, how members and the Chairmen have worked together, and the outcomes that have been achieved.</td>
<td>Officer report</td>
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<tr>
<td>Date to be confirmed</td>
<td>CNC regional hub progress</td>
<td>Business Development Manager and Cllr D Bills</td>
<td>Members to consider a report on progress and options regarding CNC Building Control establishing a regional hub with a view to establishing a recommendation from the Committee regarding this.</td>
<td>Officer report</td>
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## CABINET CORE AGENDA 2014

<table>
<thead>
<tr>
<th>Cabinet Meeting</th>
<th>Decisions: Key, Policy, Operational</th>
<th>Key Decision/Item</th>
<th>Lead Officer</th>
<th>Cabinet Member</th>
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<tbody>
<tr>
<td><strong>COUNCIL AGM 19 MAY</strong></td>
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<tr>
<td><strong>16 June Deadlines: 23 May (SLT) 4 June (Committee)</strong></td>
<td>O</td>
<td>Performance Risk and Revenue Budget Report Quarter 4 2013/14</td>
<td>D Lorimer /W Salmons/ E Nangle</td>
<td>G Wheatley</td>
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<tr>
<td></td>
<td>O</td>
<td>Capital and Treasury Management Report Quarter 4 2013/14</td>
<td>D Lorimer</td>
<td>G Wheatley</td>
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<td></td>
<td>K</td>
<td>Long Stratton Area Action Plan – PreSubmission</td>
<td>A Nicholls</td>
<td>J Fuller</td>
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<td></td>
<td>O</td>
<td>Gypsy and Traveller Local Plan Document: Issues and Options</td>
<td>A Nicholls</td>
<td>J Fuller</td>
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<td></td>
<td>O</td>
<td>Compulsory Purchase Order (Exempt)</td>
<td>A Nicholls</td>
<td>J Fuller</td>
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<td><strong>FULL COUNCIL 7 JULY</strong></td>
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<td><strong>28 July</strong></td>
<td>O</td>
<td>Performance Risk and Revenue Budget Report Quarter 1 2014/15</td>
<td>D Lorimer /W Salmons/ E Nangle</td>
<td>G Wheatley</td>
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<td></td>
<td>O</td>
<td>Capital and Treasury Management Report Quarter 1 2014/15</td>
<td>D Lorimer</td>
<td>G Wheatley</td>
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<tr>
<td></td>
<td>O</td>
<td>Medium Term Plan</td>
<td>D Lorimer</td>
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<td></td>
<td>K</td>
<td>Electronic Working</td>
<td>P Kearsey</td>
<td>D Bills</td>
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<td></td>
<td>O</td>
<td>Pre-Application Planning Charges</td>
<td>T Horspole</td>
<td>K Kiddie</td>
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<td></td>
<td>O</td>
<td>Banking Tender</td>
<td>D Lorimer</td>
<td>G Wheatley</td>
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<tr>
<td></td>
<td>O</td>
<td>Extension to the Internal Audit Contract (recs from FRAG)</td>
<td>E Hodds</td>
<td>G Wheatley</td>
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<td><strong>15 Sept</strong></td>
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<tr>
<td><strong>FULL COUNCIL 22 SEPT</strong></td>
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Key decisions are those which result in income, expenditure or savings with a gross full year effect of £100,000 or 10% of the Council’s net portfolio budget whichever is the greater which has not been included in the relevant portfolio budget, or are significant (e.g. in environmental, physical, social or economic) in terms of its effect on the communities living or working in an area comprising two or more electoral divisions in the area of the local authority.