



**West London Working**

**West London Working  
City Strategy Pathfinder**

**BUSINESS PLAN**

**April 2007**

**V19 – April 07**

**Includes Supplement to Chapter 3.0 Programme Design  
Key Programme Elements V7 - October 2007**

The consortium for West London Working comprises employers and organisations that engage with employers to meet their recruitment and skills needs and/or support residents to prepare for, find and retain work. The organisations that collaborated in the design and delivery of this Business Plan and will work together on its delivery include:

- West London Alliance Boroughs of Brent, Ealing, Hammersmith and Fulham, Harrow, Hillingdon and Hounslow
- West London Network
- West London Business
- Jobcentre Plus
- Learning and Skills Council (LSC)
- Primary Care Trusts in West London
- London Development Agency (LDA)
- Department for Work and Pensions
- Further Education Colleges of West London
- West London Strategic Housing Partnership

# Table of Contents

---

<b>1.0</b>	<b>Vision and Strategy .....</b>	<b>3</b>
1a	Vision .....	3
1b	Strategy .....	3
<b>2.0</b>	<b>Local Context.....</b>	<b>6</b>
2a	Local Analysis .....	6
2b	Mapping Current Provision .....	16
2c	Conclusions.....	23
<b>3.0</b>	<b>Programme Design.....</b>	<b>26</b>
3a	Approach and Programme Design .....	26
3b	Key Programme Elements.....	27
	Supplement to Chapter 3.0 Key Programme Elements.....	37
3c	Employer Engagement .....	64
3d	Voluntary and Community Sector Engagement .....	66
3e	Targets .....	67
3f	Programme Budget .....	70
3g	Cross Cutting Themes Appraisal.....	72
<b>4.0</b>	<b>Governance and Management.....</b>	<b>74</b>
4b	Programme Management.....	78
4c	Performance and Financial Management.....	79
4d	Administrative Budget .....	80
4e	Risk Management.....	81
<b>5.0</b>	<b>Consultation, Communications and Learning .....</b>	<b>83</b>
5a	Consultation .....	83
5b	Communications .....	84
5c	Learning .....	85
5d	Review and Evaluation .....	86
<b>6.0</b>	<b>Next Steps .....</b>	<b>87</b>

## Summary

---

There are considerable job opportunities in West London and surrounding areas, yet a significant number of West London residents are without work. Employers and residents perceive that the overall structure of employment and skills services is disjointed. There is a lack of seamless and integrated support for employers to recruit locally, or for West London residents to prepare for, access and sustain employment. Employers need to take a lead in ensuring that services better meet their requirements and enable residents to secure employment with them.

West London Working will unite the different agencies with responsibility for employment and skills support in the sub-region around two shared objectives:

- ▶ To increase the number of residents in employment by an extra 8,600 people by 2012.
- ▶ To make an additional 5,160 children better off by 2012 by helping their parents move into sustainable employment.

These agencies share the desire and commitment to work together to tackle the persistent worklessness experienced within the West London Working boroughs.

These objectives will be achieved through a programme of change management. More specifically, West London Working will address the following identified areas of need:

- Lack of coordination in the provision and planning of services;
- A system that does not adequately incentivise service providers at all stages of intervention;
- No central quality and performance management system;
- Lack of personalised customer focused provision with few referrals between providers and with no system that can track or support an individual's progress through the routeway to work;
- Multiple and confused points of contact for residents and for employers; and
- A supply led system with disjointed employer engagement.

West London Working is an employer led City Strategy Pathfinder. This leadership will ensure that the design and implementation of the Pathfinder are driven by the demand for labour and skills. It will also challenge the status quo in the structure of services. The West London Working Strategic Board is now well established and has started the process of design, options appraisal and change management.

It is recognised that the 2 year pilot period will be insufficient to design, implement and measure the impact and success of this change programme. To that end West London Working is basing this Business Plan on the assumption that the CSP will continue until 2012 albeit with regular review and evaluation.

# 1.0 Vision and Strategy

---

## 1a Vision

West London offers considerable potential for employment opportunities to local residents. Yet while the economy grows and the number of jobs increases, 194,000 local residents are without work and at least 85,000 children are living in poverty. Over 200 organisations deliver services to help local residents prepare for, find and retain work. In addition, employers need to take a lead in ensuring that services better meet their requirements and enable residents to secure employment with them.

**Our vision** is to transform the coherence and effectiveness of the existing structure of services in West London to deliver a sustainable increase in the number of local residents in employment and a reduction in child poverty.

This Business Plan outlines how West London Working (the West London City Strategy Pathfinder) sets out to deliver this vision through a programme of change management. It explains what we will do to work towards achieving our strategic objectives over the next two years to set us on the path of making the vision a reality by 2012. The success of the Pathfinder, and this Business Plan, is dependent on the agreement of requested enabling measures across Government Departments. These will be developed in more detail during the planning of each stage or intervention. Without these flexibilities, it may not be possible to be as innovative or as radical as desired.

## 1b Strategy

West London Working sets out to deliver two high level strategic objectives to achieve its vision. These strategic objectives are:

- ▶ To increase the number of residents in employment by an extra 8,600 people by 2012.
- ▶ To make an additional 5,160 children better off by 2012 by helping their parents move into sustainable employment.

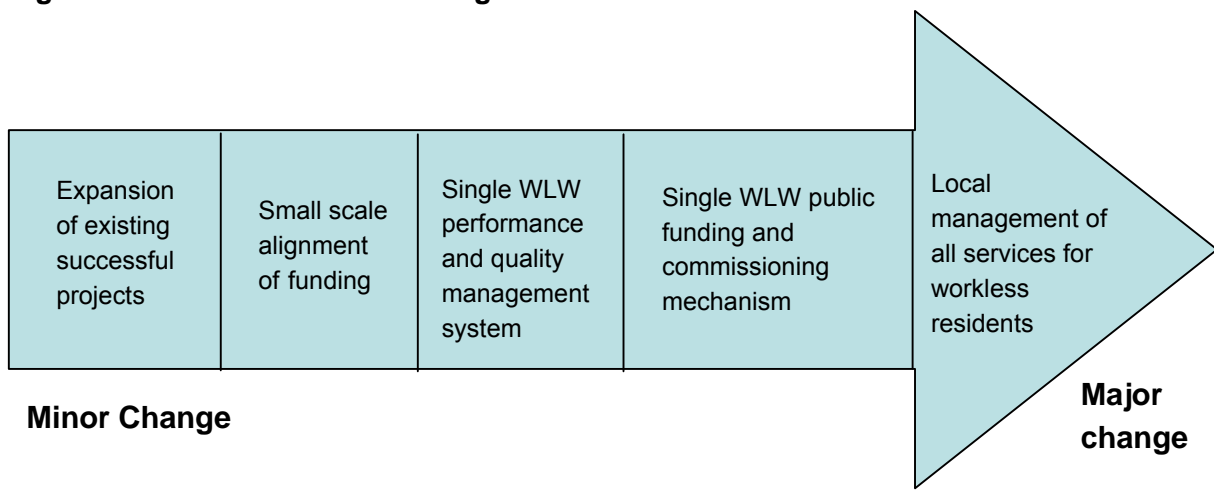
West London Working provides an excellent opportunity to unite different agencies operating in the sub-region around these shared objectives. To do this, the agencies collaborating in a Consortium will establish new ways of working to deliver change in the overall structure of existing services.

West London Working is an employer led City Strategy Pathfinder. This leadership will ensure that design and implementation are driven by the demand for labour and skills, and will challenge the current status quo in the structure of services. At the same time, we will focus attention on widening access and improving the effectiveness of services for the most disadvantaged residents of West London so that they are better equipped to access and retain the jobs available.

The Consortium will follow a recognised change model to aid sustainable transformation of the existing structure and services to support resident's move to employment. The scale of change has not yet been determined. Section 3 details the process that the Consortium will follow to agree the activities required to enable changes to the structure and nature of services, and to fully scope the extent of change required.

Figure 1 gives an indication as to the potential scale of change that may be recommended by West London Working.

**Figure 1. Potential Scale of Change**



West London Working represents a significant opportunity to offer a single strategy and delivery plan for West London in this area of activity. It must be placed in the existing strategic and operating context of the area to realise its full potential and maximise added value. We aim to build on strategies and plans already in place to reflect local borough priorities and enhance contributions to regional and national targets. Key strategies and programmes involved are:

- London Economic Development Strategy;
- Business Commission on Race Equality;
- London Employment and Skills Taskforce;
- Diversity Works for London;
- LDA Childcare Affordability Programme;
- LDA Opportunities Fund;
- West London Economic Development Strategy;
- LSC London West Annual Plan and Skills for Life Strategy;
- West London Jobcentre Plus Business Plans and Target Areas; and
- Local Area Agreements for Brent, Ealing, Hammersmith and Fulham, Harrow, Hillingdon and Hounslow.

In addition to these strategies and programmes the Leitch review proposes “a network of employer-led Employment and Skills Boards to give employers a central role in

recommending improvements to local services” and the **London Skills and Employment Board** (LSEB) is the first of its kind. The LSEB has formal powers to set a skills strategy, the power to set the strategic direction for the Learning and Skills Council post 19 budget (approx £400m p.a.), and is tasked with integrating skills and employment policy. The LSEB represents employer involvement at the highest level and it is therefore critical that West London Working and LSEB are aligned to ensure they bring the maximum added value and inform each other’s activities. 3 members of the West London Working Strategic Board are also members of the LSEB, 1 as a full Board Member and 2 as Ex-Officio Board Members.

West London Working will build clear synergies with the strategies and programmes identified above – across all levels of government and agencies operating in West London - particularly around priorities and action concerned with:

- increasing employer (particularly business) engagement;
- worklessness;
- tackling barriers to employment;
- reducing disparities with key target groups, particularly people from Black, Asian or minority ethnic (BAME) groups, including refugees / new communities;
- improving health;
- child poverty; and
- increasing family income.

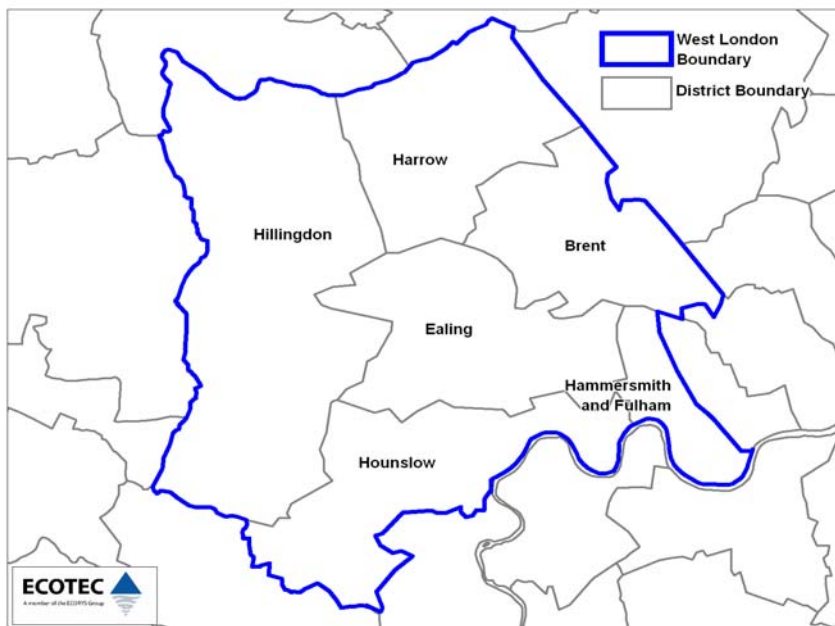
This will be particularly important at a time when agencies face growing pressure to deliver efficiency savings. West London Working will unite agencies with responsibility for employment and skills provision to focus funding around shared objectives and to work towards joint commissioning and procurement, co-ordinated monitoring and evaluation, ensuring learning is maximised and duplication avoided. Without this embedded, the Pathfinder will not deliver the fundamental change in services sought by the City Strategy.

## 2.0 Local Context

### 2a Local Analysis

West London Working will cover all 121 wards in the six boroughs of Brent, Ealing, Hammersmith & Fulham, Harrow, Hillingdon and Hounslow highlighted in figure 2<sup>1</sup>. This area is home to 1.5 million people and 62,921 businesses<sup>2</sup>.

**Figure 2. The area covered by West London Working.**



#### 2a.1 Demand for labour

London is a leading and dynamic city, with a strong economy and a growing population. The London economy contributes around 17% of the UK's total Gross Domestic Product and is comparable in size to that of Sweden or Belgium. The total workforce in London and its surrounding regions constitutes the largest concentration of labour in Europe, at around 9 million people.

West London provides a significant contribution to London's overall success. In 2002, the West London economy produced £32 billion of Gross Value Added and contributed 19% of the capital's total economic output. Almost 63,000 employers provided 685,000 jobs at a diverse range of skill levels<sup>3</sup>. There is potential for further economic growth in the region with significant investment and regeneration underway in Wembley, White City and Park Royal, and with the development of Heathrow's Terminal 5.

<sup>1</sup> A list of all the wards covered by West London Working is included in Appendix 1.

<sup>2</sup> Workplace analysis, Annual Business Inquiry, 2004.

<sup>3</sup> Outer London: West and North West NUTSIII area, Region in Figures Winter 2004/05, Office for National Statistics

Small and medium-sized enterprises (SMEs) make up the vast number of businesses in West London: 87% of workplaces employ ten or fewer people; and 10% employ between 11 and 49 people. Local jobs are relatively evenly distributed across different sizes of business. In 2002, 40% of all local jobs were in small businesses employing less than 50 people. Medium and large businesses accounted for 31% and 29% of jobs respectively<sup>4</sup>. The main employment sectors are:

- the business services sector, which is well established in the sub-region and supports 136,000 jobs (20% of employment) with hubs of activity in Hammersmith and Hounslow;
- retail, supporting a further 123,000 jobs (18% of employment);
- the strong radial rail and road transport links, which provided 102,000 jobs (15% of employment) in 2004; and
- the public sector, with 124,000 jobs in 2002 or almost a fifth (18%) of all jobs available.

The West London workforce is highly skilled, with a large number of jobs that require intermediate (Level 3) or high level (Level 4 and above) skills, as illustrated in figure 3.

**Figure 3. Skills levels of employment in West London, 2005**

West London Boroughs	Proportion of employment in West London (%) <sup>5</sup>			
	< Level 2	Level 2	Level 3	Level 4+
Brent	10%	7%	33%	50%
Ealing	11%	6%	27%	57%
Hammersmith & Fulham	*	10%	27%	63%
Harrow	7%	7%	29%	56%
Hillingdon	9%	13%	29%	49%
Hounslow	11%	14%	29%	45%
<b>West London</b>	<b>9%</b>	<b>5%</b>	<b>30%</b>	<b>56%</b>
Base:	58,000	30,000	193,000	354,000

Source: Office of National Statistics, May 2005. \* Data is not available.

Many of the intermediate and high skilled jobs available in West London, particularly managerial and associate professional jobs, are filled by people who live outside of the sub-region and commute into the area. In 2001, over 325,000 people travelled into West London for work.

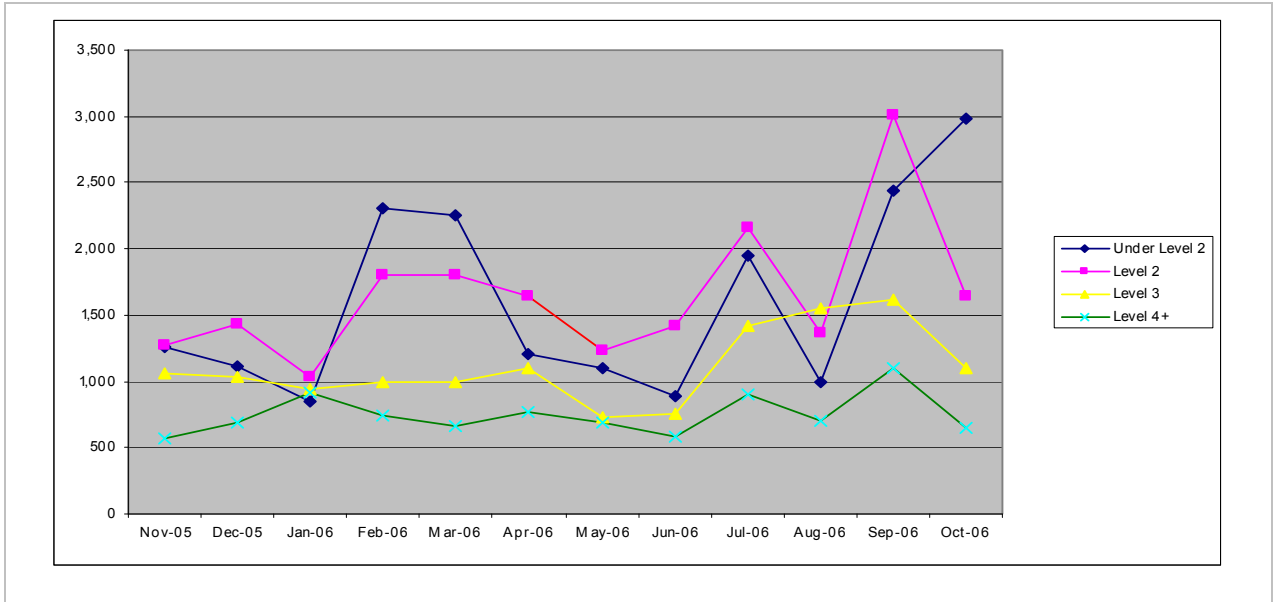
Between November 2005 and October 2006, an average of 5,100 vacancies was available per month via Jobcentre Plus in West London. These vacancies included a significant

<sup>4</sup> Annual Business Inquiry, 2002. Note that medium-sized enterprises are recorded as employing between 50-300 people rather than the usual 50-250 people, and so the data will overestimate the share of employment in medium-sized businesses and underestimate employment in large businesses.

<sup>5</sup> Low skilled employment, at Level 2 or below, includes Elementary jobs, sales and customer service positions. Intermediate skilled occupations include: personal service, secretarial and skilled professions. Employment requiring higher level skills (at Level 4 and above) includes: managerial, associate professionals and senior officials.

number of low skilled jobs, requiring Level 2 skills or below, as illustrated in figure 4. This data suggests that there is a regular flow of job opportunities for West London residents who have no or low qualifications and are without work<sup>6</sup>.

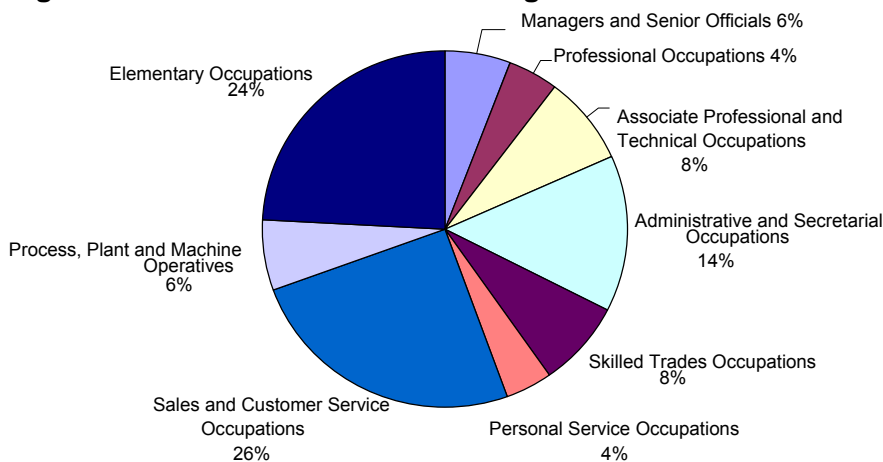
**Figure 4. Number of Jobcentre Plus vacancies in West London (Nov 2005 – Oct 2006)**



Source: Jobcentre Plus, 2006

Over the same period, an average of 1,480 jobseekers moved into work per month. Figure 5 illustrates that the majority of West London jobseekers gained work in elementary, sales and customer service positions. The volume of low-skilled vacancies and jobseekers moving into low-skilled jobs points to high turnover levels in these jobs.

**Figure 5. Destination of those flowing off Jobseeker's Allowance by occupation, 2006**



Source: Jobcentre Plus, 2006

<sup>6</sup> Jobcentre Plus vacancies are estimated to account for a third of all job vacancies. A further third of vacancies are filled by word-of-mouth and the remainder are filled via other means, such as recruitment agencies or newspaper adverts. Jobcentre Plus is working increasingly closely with private recruitment agencies to share vacancies.

Between 1998 and 2004, the West London economy grew and employment expanded by 3.2%, creating 22,000 additional jobs. Future growth in West London is anticipated within business services, the creative and cultural industries, logistics and food manufacturing.

Data for London as a whole suggests that the projected growth in jobs between 2004 and 2014 will be concentrated in service industries, mainly in Central and East London, in the following sectors:

- business services;
- retail;
- hotel and catering; and
- other services.

Jobs in retail and hotel and catering are dominated by low skill service occupations and so offer potential opportunities for West London residents who are without work and have no or low skills. Local residents are likely to face competition for these jobs from people who live outside West London. Such competition may limit the extent to which worklessness is reduced in the sub-region if local services do not equip West London residents with the skills and attributes demanded by employers.

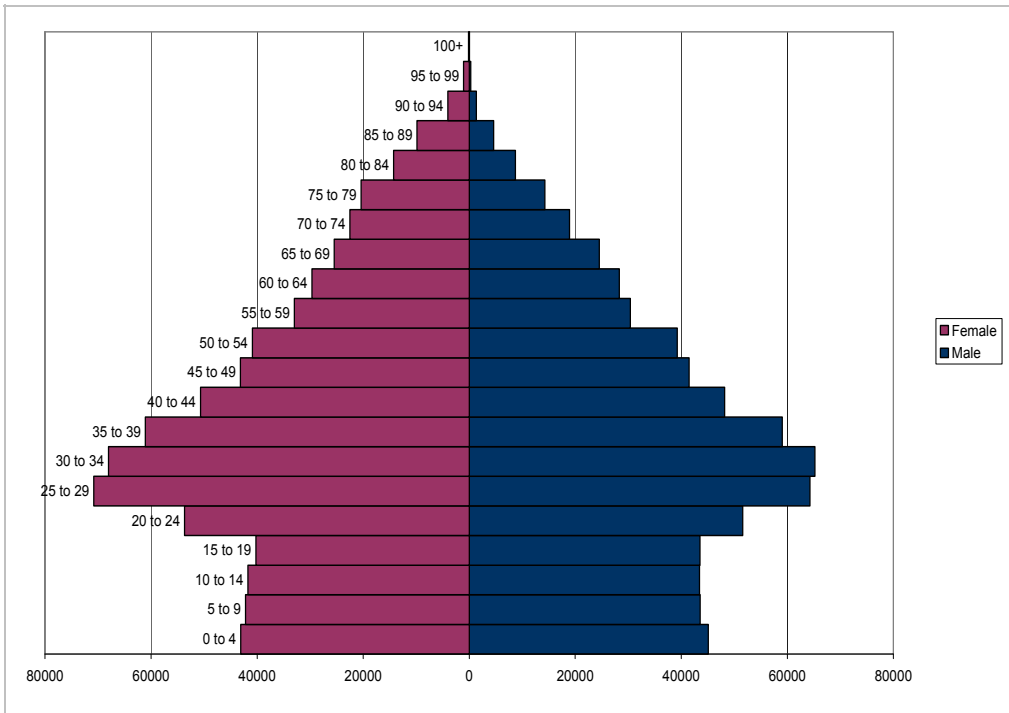
## **2a.2 West London residents**

The six boroughs of West London are home to a large and diverse population. In 2005, over 1.5 million people lived in West London, of which almost 946,000 were of working age<sup>7</sup>. Around 40% of local residents were from Black, Asian or minority ethnic (BAME) communities, compared to around 30% for London as a whole. Over a third of local residents (36%) were born outside the UK. This diversity builds on that found across London, where there are 45 different ethnic communities and more than 275 languages spoken. Diversity will remain a key asset for West London, with the local population projected to grow further over the next 10 years as a result of continuing migration.

As illustrated in figure 6, West London is home to a significant number of residents aged between 20 and 44 years. The anticipated inward migration of young people will add to the natural growth amongst young BAME residents while older people continue to move out of the sub-region. A younger population will help to drive economic expansion and stimulate demand for housing and services while creating jobs.

<sup>7</sup> 2005 Mid year population estimates, Office of National Statistics.

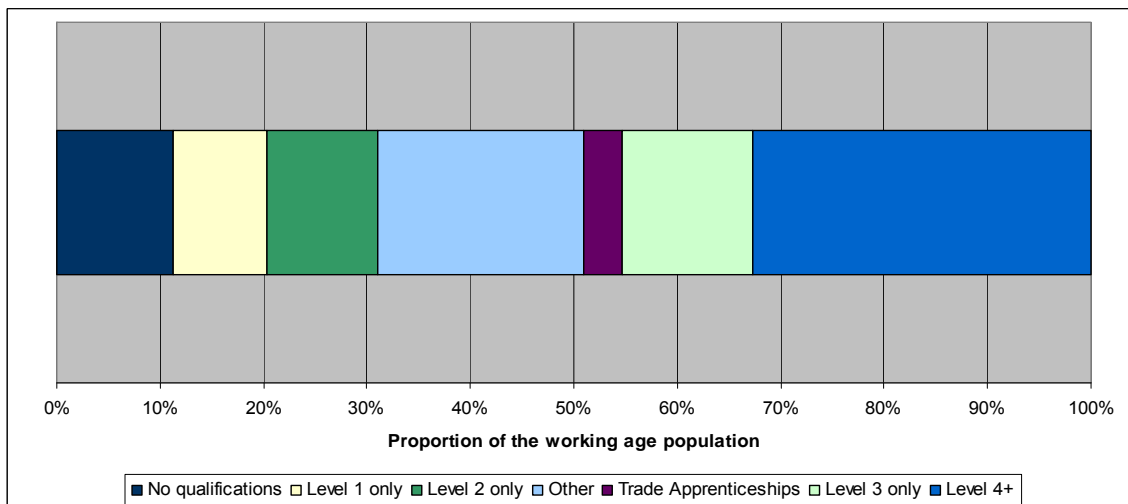
**Figure 6. Population pyramid of West London residents by age, 2001**



Source: 2001 Census data

There is a mismatch between the skills levels of local residents and those required by locally available jobs. In 2005, 20% of West London’s working age residents had low or no (less than Level 2) qualifications compared to just 9% of jobs that required less than Level 2 skills. In contrast, only 13% of local residents of working age held a Level 3 qualification, as illustrated in figure 7. This contrasts sharply with the jobs market, where almost a third (30%) of jobs required Level 3 skills.

**Figure 7. Level of qualifications held by West London residents of working age, 2005.**



Source: Annual Population Survey, April 04-Mar 05

### 2a.3 Worklessness in West London

'Worklessness' is generally used to refer to all people of working age who are without work, and includes those who are:

- unemployed and looking for work;
- claiming inactive benefits (such as Income Support or incapacity-related benefits); and
- not claiming benefits and are not working.

In 2005, there were 946,000 residents of working age in West London. Of these residents, 70% were in employment and 21% were without work, equivalent to 194,000 residents. Figure 8 shows that worklessness is a problem in all boroughs, but is more pronounced in Ealing and Brent, which have the lowest employment rates with only 66% and 68% of their respective working age residents in employment.

**Figure 8. Employment status of West London residents of working age**

Working age residents in West London who are:						
	Employed		Unemployed		Economically inactive	
	No.	%	No.	%	No.	%
Brent	118,400	68.3	10,800	8.4	44,100	25.5
Ealing	138,000	66.3	16,000	10.4	54,100	26.0
Hammersmith & Fulham	88,100	69.5	8,200	8.6	30,400	24.0
Harrow	100,600	71.9	7,700	7.1	31,600	22.6
Hillingdon	116,000	71.9	12,900	10.0	32,300	20.1
Hounslow	103,900	74.3	9,000	8.0	26,900	19.3
<b>West London</b>	<b>665,500</b>	<b>70.1</b>	<b>64,600</b>	<b>8.8</b>	<b>219,400</b>	<b>22.9</b>
England	22,740,800	74.4	1,219,800	5.1	6,611,300	21.6

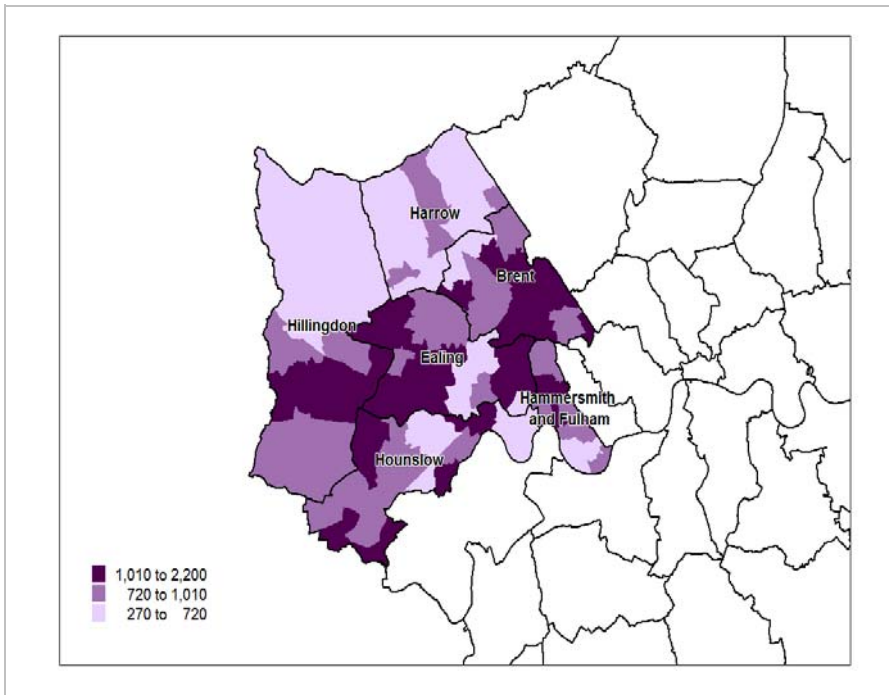
*Source: Annual Population Survey, April 05-Mar 06. Note that rows do not sum because they are based on different data sources.*

Within the boroughs there are severe pockets of worklessness that persist across West London, as illustrated in figure 9. Five wards are home to 1,500 residents or more who are claiming benefits other than JSA, as follows:

- Stonebridge, Harlesden and Kilburn in Brent;
- Norwood Green in Ealing; and
- Wormholt and White City in Hammersmith and Fulham.

A further 26 wards across all six West London boroughs contain 1,000-1,499 workless residents who claim benefits other than JSA.

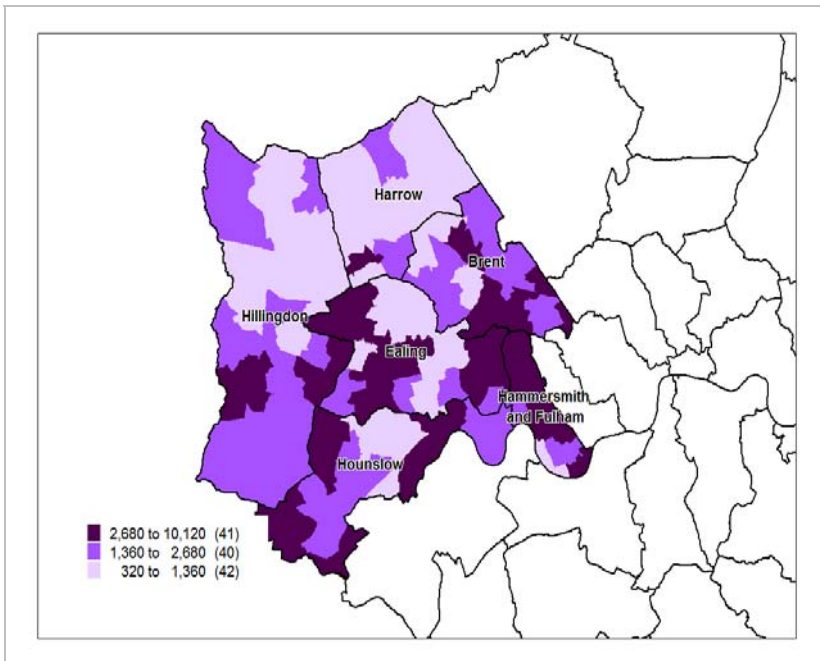
**Figure 9. Number of residents who are without work in West London by ward<sup>8</sup>**



Source: DWP

These concentrations closely match areas in which there are high numbers of residents living in social housing in West London, as illustrated in figure 10.

**Figure 10. Number of residents living in social housing in West London**



Source: Census, 2001.

<sup>8</sup> Based on the third of super output areas (SOAs) in West London with the highest number of people who claim benefits excluding JSA.

West London Working will re-engineer the end-to-end process of services for employers and residents to deliver improvements. Key parts of local services, particularly frontline services, need to be very local to residents and so we will adopt a spatially targeted approach for these aspects. This approach will allow us to focus attention and resources on specific communities. West London Working will target those areas with high numbers of people living in social housing and who are workless to ensure that can access services. Areas of deprivation are not always represented in Ward statistics due to the location of Ward boundaries, West London Working will ensure that these are identified and also targeted. For example, in Harrow worklessness is spread across a wider area with a number of smaller housing estates. As a guide to the spatial nature of worklessness and social housing, Figure 11 shows that a third of all the wards in West London account for almost half of all residents (46%) who are workless in West London<sup>9</sup>. These wards also account for almost 60% of all people who live in social housing. These findings suggest that West London Working will need to align services with Registered Social Landlords (RSLs) and Arms-Length Management Organisations (ALMOs) to access local residents without work and to help them to prepare for, find and stay in work.

**Figure 11. Incidence of key groups in a third of areas in West London with the highest numbers of workless residents**

Groups of West London residents		Number of residents found in 41 wards of West London		% of all West London residents from each group found in the 41 wards
		Sub-groups	Total	
People living in social housing			157,530	58.3%
Residents who are workless	Residents claiming Jobseeker's Allowance		12,965	46.8%
	Lone parents claiming benefit		14,485	51.7%
	IB claimants with mental health problems	11,185		47.3%
	IB claimants with muscoskeletal problems	4,420		44.4%
	Other IB claimants	6,530		44.8%
	Total IB claimants		26,325	45.5%
<b>Total number of people who are claiming benefits*</b>			<b>61,775</b>	<b>46%</b>

Source: DWP, 2005. \* refers to data sourced from the 2001 Census. Totals do not sum due to use of different sources.

Figure 11 also indicates that there are significant numbers of residents within the 41 wards who are without work and have childcare commitments or other caring responsibilities, and/or have health conditions. These types of residents are estimated to account for the bulk of child poverty found amongst households claiming benefits<sup>10</sup>. Job entry rates for these groups are routinely low, and so limit the extent to which child poverty can be tackled without concerted effort. Nationally, just 0.4% of Incapacity Benefit (IB) claimants and 4% of those claiming Income Support move into work per quarter, compared to 8%

<sup>9</sup> A list of the identified wards is provided in Appendix Two.

<sup>10</sup> Of 2.16 million children in families receiving benefit, 67% are in lone parent households claiming Income Support and 24% are in families claiming Incapacity Benefit, compared to just 9% in families where Jobseeker's Allowance is claimed, pg 5, Child Poverty and City Strategies, LDA 2006.

amongst the 'hardest-to-reach' claimants of Jobseeker's Allowance. It will be vital that West London Working helps these residents if it is to achieve a real change in the employment rate and a reduction in child poverty.

#### **2a.4 West London residents from Black, Asian or minority ethnic communities**

West London residents from BAME communities are generally more likely to be workless than residents who are white. In 2005, residents from BAME groups accounted for the vast majority of residents who were unemployed – 46,000 people or 70% of all residents who were unemployed in West London; and over a third (38,000 people or 37%) of all residents who were recorded as economically inactive in West London<sup>11</sup>. These differentials are particularly marked amongst residents from:

- Pakistani/ Bangladeshi communities, of whom just 42% of West London residents were in employment;
- Black or Black British communities, in which 53% of residents are in employment compared to the West London average of 70%; and
- residents of mixed heritage, for whom the employment rate is 60%.

West London Working's successful bid to the LDA Opportunities Fund provides an excellent opportunity for local voluntary and community organisations to deliver culturally sensitive information, advice and guidance outreach to workless residents to widen their access to services and support their progression towards work.

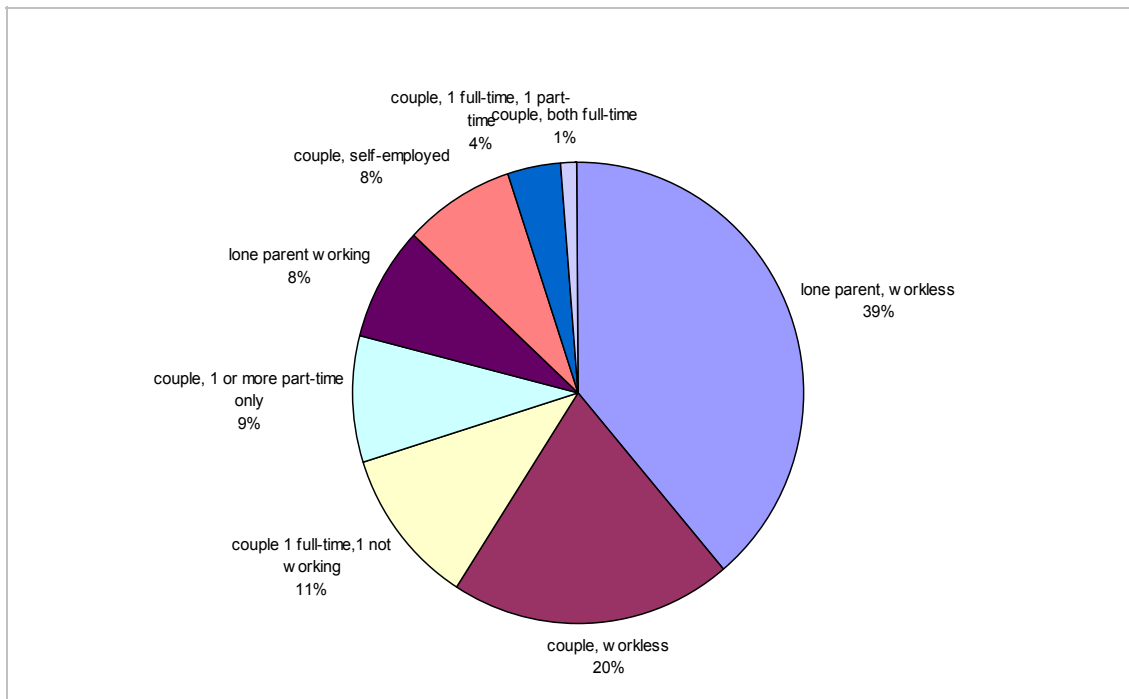
#### **2a.5 Child poverty**

London has the highest rate of child poverty in Great Britain – 39% of all Greater London children live in poverty, rising to 52% in Inner London – and there has been little change over the last ten years<sup>12</sup>. Current estimates suggest that there are 85,000 children living in benefit dependent households in West London, and as such are living below the poverty line. This figure is likely to under-represent the level of child poverty in West London – figure 12 demonstrates that a significant proportion of children in poverty live with working parents.

Across London, 42% of children in poverty are living in households in which at least one adult works, the majority of which are couple families with somebody in employment. Poor children typically experience multiple disadvantage and will achieve lower education outcomes, so child poverty poses a serious challenge to West London.

<sup>11</sup> Census, 2001

<sup>12</sup> London Child Poverty Commission 'Monitoring child poverty in London'.

**Figure 12. London child poverty by family type and economic status, 2004/05**

Source: HBAI

Lisa Harker's report to DWP, 'Delivering on Child Poverty, what would it take?' explores a number of key issues also raised in this Business Plan. It identifies a number of changes needed to meet the Government's ambitious child poverty targets for 2010 and 2020. It includes a section specifically on London, reflecting the fact that child poverty rates are so much higher in the Capital than in the rest of the country, and that these rates have not fallen since 2000, despite the progress seen elsewhere.

The report's main recommendations include a stronger focus on parents in Jobcentre Plus' activities, the need for a consistent offer to parents through a New Deal for Parents, the importance of sustainable work to tackling child poverty, and the need to develop an integrated work and skills package that enhances individuals' opportunities for moving into sustainable employment. It is focused on Jobcentre Plus activity and so does not look at all Consortium members' contribution to tackling child poverty. The main themes of the report are similar to the Consortium's own views about the steps that need to be taken in West London by all partners to tackle its extremely high levels of child poverty.

'Working for Children' published in March 2007 sets out the DWP response to the Harker Report. Measures include piloting a 'New Deal for Families' so more families get access to support that is currently only available for lone parents, and changing Jobcentre Plus systems so all parents are identified in the benefit system and their childcare needs and preferences are recorded. This response reinforces the announcement in the 2007 Budget of a higher rate of In-Work Credit in London where lone parents who have been on welfare for more than 12 months will receive £60 per week for their first 12 months back into work, £20 more than the national rate. These measures should support the aims of West London

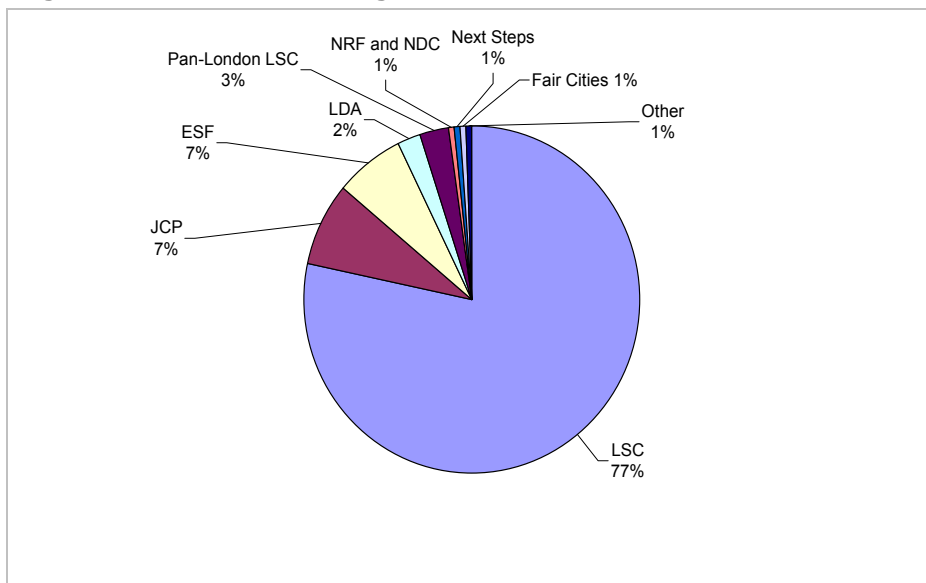
Working by helping remove resident's barriers to work and improving the appropriateness of referrals to available provision.

## 2b Mapping Current Provision

In 2006/07, more than £40 million was invested in provision specifically geared to help West London residents into work, mainly via Jobcentre Plus, the London Development Agency (LDA) and the European Social Fund<sup>13</sup>. A further £150 million was channelled by LSC London West into learning and skills provision across the sub-region. Figure 13 shows the different sources of all investment. The key things to note are:

- LSC London West accounts for the bulk of funding for employment and skills provision in West London;
- LSC London West, Jobcentre Plus, and the European Social Fund account for the vast majority (90%) of all investment;
- funding from local authorities, via the Neighbourhood Renewal Fund (NRF) and New Deal for Communities (NDC) is relatively small and amounts to approximately £1 million in three of the six boroughs of West London.

**Figure 13. 2006/07 Funding Sources**



Source: ECOTEC Research & Consulting Ltd

Figure 13 only provides a snapshot of funding sources for employment and skills provision. The level and pattern of funding is set to change in the next few years, as follows:

- local authorities, the LSC and Jobcentre Plus are all expected to deliver efficiency savings;

<sup>13</sup> Mapping Provision in West London, ECOTEC Research & Consulting, October 2006

- money from the European Social Fund (ESF) is set to decline significantly as funds are directed to the new Member States of the European Union;
- a number of programmes are due to end in 2008, including Fair Cities and Neighbourhood Renewal Fund programmes; and
- Jobcentre Plus launched a new initiative in March 2007, Partners Outreach for Ethnic Minorities (POEM), to target workless residents from Pakistani and Bangladeshi communities; and
- Pathways to Work is introduced in 2008.

In addition, West London Working has recently been successful in bidding for funds from two LDA programmes and one funded from DCLG, as follows:

- the Opportunities Fund to enhance culturally sensitive information, advice and guidance services in the sub-region, mainly via local voluntary and community organisations; and
- the Childcare Affordability Programme, to offer parents across the six West London boroughs a 100% childcare subsidy to undertake training, volunteering and work experience that leads to further vocational training or employment.
- DCLG funding to integrate Employment and Training Assistance into Services for Homeless People in West London.

Figure 14 provides a provisional breakdown of how some of the largest single funding blocks are spent. The bulk of this funding was allocated to Further Education colleges - £134 million or 86% of all employment and skills investment directed in West London.

Figure 15 sets out the different targets for the three main agencies and the outputs / outcomes achieved in 2005/06. This shows that the main agencies responsible for employment and skills provision each work to a specific set of targets and measure their achievements in different ways. As a result, it is not possible to provide a robust or consistent overview of the performance of employment and skills provision in West London. This information will be essential to West London Working if it is to successfully improve the coherence and effectiveness of local services.

**Figure 14. Funding for employment and skills provision in West London, 2006/07**

Key agency	Funding block	Funding (£ millions)	% of agency's funding	No. of providers	% of funding allocated to:			
					Colleges	Private sector	VCS	Other
LSC	Further Education <sup>14</sup>	131.4	87%	10	94%	0	0	6%
	Work-based learning	9.4	6%	32	21%	70%	0	9%
	Adult & Community learning <sup>15</sup>	6.7	4%	7	0	0	*	99%
	European Social Fund	5.2	3%	46	12%	32%	46%	10%
	<b>LSC-funded provision</b>	<b>152.7</b>	<b>100%</b>	<b>68</b>	<b>86%</b>	<b>6%</b>	<b>2%</b>	<b>6%</b>
Jobcentre Plus (&DWP) <sup>16</sup>	Mainstream programmes	14.6	80%	14	-	-	-	-
	Progress2Work	0.2	1%	2	0	100%	0	0
	Employment Zones	-	-	3	0	100%	0	0
	Action Teams for Jobs	-	-	-	-	-	-	-
	Ethnic Minority Outreach	0.2	1%	2	-	-	-	-
	Fair Cities	1.0	5%	-	-	-	-	-
	European Social Fund	2.1	12%	19	20%	32%	31%	16%
	<b>JCP-funded provision</b>	<b>17.2</b>	<b>100%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
LDA	Priority Area Programmes	2.0	41%	15	0%	20%	51%	29%
	Opportunities Fund	0.8	19%	23	2%	14%	66%	18%
	European Social Fund	1.0	20%	35	8%	19%	59%	14%
	Other	1.0	20%	27	8%	18%	59%	15%
	<b>LDA-funded provision</b>	<b>4.8</b>	<b>100%</b>	<b>55</b>	<b>3%</b>	<b>22%</b>	<b>53%</b>	<b>22%</b>

Source: ECOTEC Research & Consulting Ltd, 2006. (-) refers to data that was not available. (\*) refers to figures of less than 0.5%. Please note that figures may not sum due to rounding or where a provider is contracted under more than one funding block.

<sup>14</sup> Please note that these figures include all LSC-funded Further Education provision except Sixth Form Colleges.

<sup>15</sup> This funding block is allocated via Local Authorities to local voluntary and community organisations (VCOs).

<sup>16</sup> Funding for Jobcentre Plus does not include resources for frontline Jobcentre Plus advisers.

**Figure 15. Targets and outputs for the key agencies**

Agency	Targets	2004/05 performance	2005/06 targets	2005/06 performance	2006/07 targets
LSC London West: Planning & funding post-16 education & training (excl. HE)	Increase the % of young people who reach Level 2 at 19 by 3 percentage points	68.5%	-	-	-
	Increase the % of young people who achieve Level 3 at 19 by 3 percentage points	46%	-	-	-
	Improve basic skills of 1.4 million adults	Delivered 59,878 learning aims*	-	-	-
	Reduce by 40% the number of adults in the workforce without a Level 2 qualification	1,402 full Level 2 qualifications achieved	-	-	-
Jobcentre Plus: Single point of access to benefits & work for all people of working age.	Job Entry / Outcome Targets <sup>17</sup>		BHH – 70,987 pts WL – 59,788	BHH – 88,398 pts WL – 74,164	38,489
	Customer Service Target <sup>18</sup>	-	79%	BHH – 90.6% WL – 85.2%	84%
	Employer Outcome Target <sup>19</sup> (% of employers with a positive outcome)	-	83.3%	BHH – 83.8% WL – 83.6%	86%
	Average Actual Clearance Times for benefit payments	-	JSA–12 days IB–20 days IS–12 days	-	JSA–12 days IB–18 days IS–11 days
LDA <sup>20</sup>	Number of beneficiaries accessing jobs	-	10,000	12,898	-
	Number of people assisted in their skills development	-	30,000	41,043	-
	Number of adults gaining Skills for Life	-	2,900	2,912	-
	Number of jobs created or safeguarded	-	16,000	24,577	-

Source: ECOTEC Research & Consulting Ltd

<sup>17</sup> Two Jobcentre Plus districts - Brent, Harrow and Hillingdon District and the West London District - merged in April 2006 to form a new District Office covering all of the West London sub-region. At the same time, new Job Outcome Targets were introduced to replaced previous Job Entry Targets.

<sup>18</sup> Measures performance in generic standards and commitments in the Jobcentre Plus Customers' Charter and the Employers' Charter, based on mystery shoppers visiting offices and rating performance. Figures are for London as a whole, not just West London.

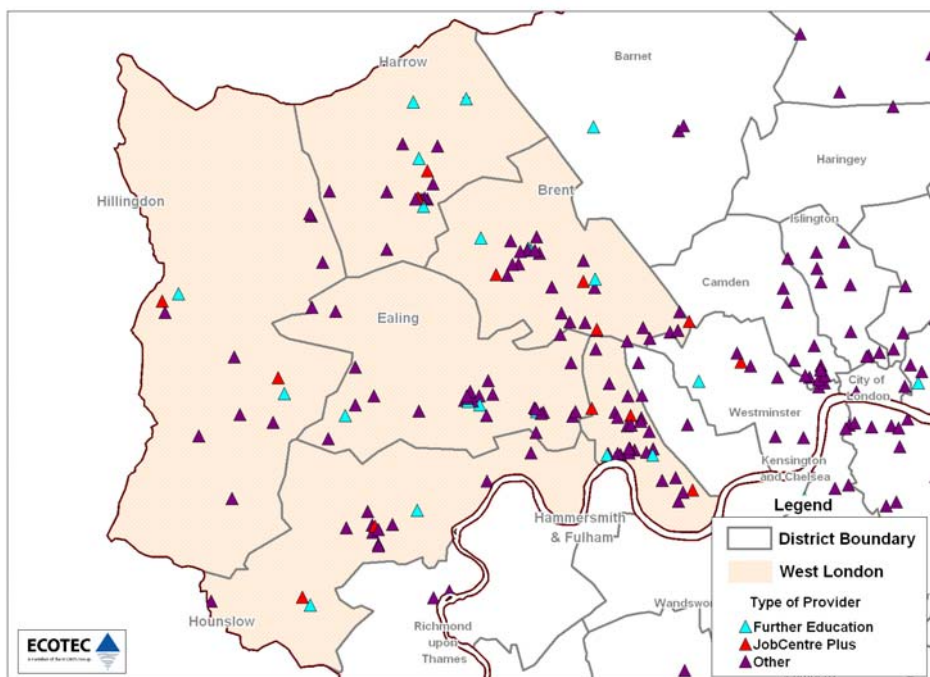
<sup>19</sup> Measures performance in providing a good service to employers and is based on a survey carried out with a sample of employers who have placed vacancies with Jobcentre Plus. Figures are for London as a whole, not just West London

<sup>20</sup> Outputs relate to London as a whole, not just West London.

## 2b.1 Nature of provision

In 2006/07, there were 200 organisations from across the public, private and third sectors delivering employment related services for the main programmes and funding agencies identified. Registered Social Landlords and Arms-Length Management Organisations will also deliver services that are not captured here. Figure 16 demonstrates a concentration of these providers in the east of the sub-region, particularly in the Boroughs of Brent and Hammersmith and Fulham and, to a lesser extent, along a corridor in the south of Ealing. Organisations are generally more effective at reaching people who live in close proximity, and so residents who are without work and live in the west and north-west of the sub-region may struggle to access employment and skills services.

**Figure 16. Main site of organisations delivering employment related provision in 2006/07**



Employment and skills provision across West London combines a wide range of relevant projects and activities of different sizes and scales, which together offer a range of different services. Links between existing services are weak, and residents are faced with a complex myriad of options. There is no sense of collective responsibility for accessing residents and supporting them through appropriate provision to help them move towards and into work, or to stay in work. As a result, residents fall or can be lost between services and do not continue to progress towards work or retain employment.

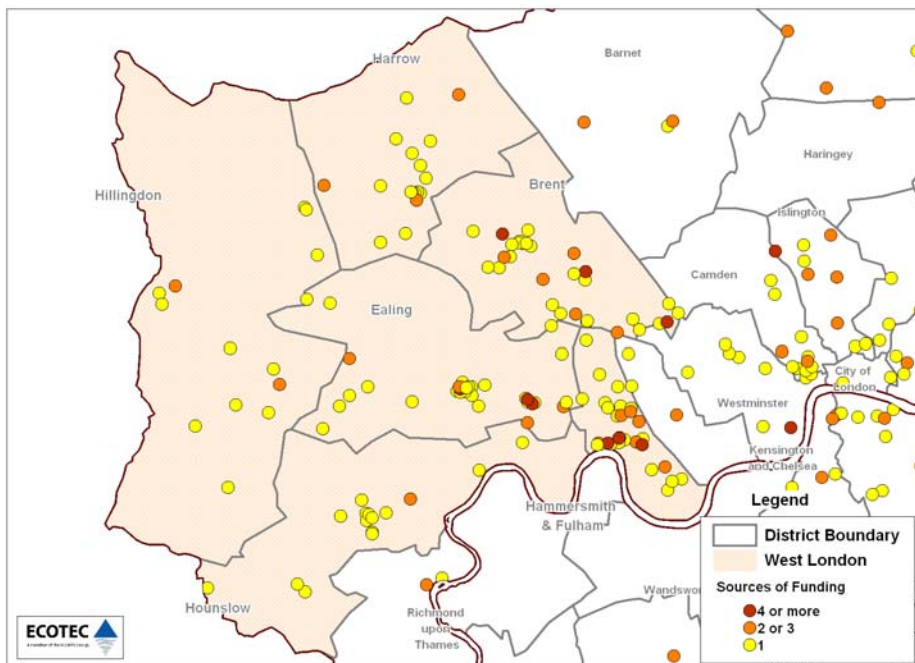
Some organisations, such as Brent in2 Work, have developed more coherent support for local residents. West London Working needs to learn from this locally developed good practice to maintain engagement with residents and track their progress and inform service re-design. West London Working's successful bid to the LDA's Opportunities Fund for enhanced information, advice and guidance services provides an excellent starting point, in which links between the range of service providers will be strengthened and workers will support residents to negotiate the barriers they face to securing employment. However,

information, advice and guidance services are only one aspect of employment and skills support. Further work is needed to improve the coherence of the full range of services and to raise staff awareness of the range of support available for West London residents, covering Health and Housing services as well as those specifically focused on employment and skills provision.

Across all activity, training and job preparation are the most common types of services offered. Most mainstream provision funded by Jobcentre Plus and the Learning and Skills Council offer these. There is little readily available information on the specific type, level and focus of much of this training and so the potential for duplication is unclear. West London Working needs to do further work on this area to make informed decisions about ways to deliver efficiencies and improve performance.

A number of the 200 providers received funding from more than one source. Figure 17 shows that in 2006/07 at least 30 providers with a main site in West London received funding from more than one of the key agencies. Of these providers, eight received funds from four or more programmes. Aligning the targets and priorities of the main agencies responsible for employment and skills provision will ensure a more coherent package of support to employers and residents and reduce duplication. The LSC, LDA and Jobcentre Plus are already working together to map the pattern and content of Skills for Life provision in three London boroughs, including Brent in West London. West London Working needs to adopt similar approaches for the breadth of other employment and skills provision available in the sub-region.

**Figure 17. The main site of organisations delivering employment-related provision and the number of funding sources received**



Jobcentre Plus – through the New Deal for Disabled People and other programmes – accounts for the majority of employment related support for people with health problems or

disabilities. Excluding New Deal, there are roughly 100 projects being delivered by at least 75 providers from across different sectors targeting people with health problems or disabilities. Particularly prominent providers are:

- Disability Times Trust, which is delivering five projects funded by the LSC's co-financed ESF programme or the LDA's Opportunity Fund; and
- Disability West Partnership, which is funded by the LDA Area Programme and provides a range of employment related services across West London including brokerage with employers. Disability West Partnership is a partnership made up of Ealing Mencap, Hammersmith and Fulham Mind and Hammersmith and Fulham Action on Disability (HAFAD).

At the same time, there appears to be a number of gaps in local employment and skills services, including:

- **Provision for lone parents.** There appears to be limited provision specifically targeting lone parents in West London, particularly in Hounslow and Hillingdon, and excluding New Deal for Lone Parents delivered by Jobcentre Plus. West London recently submitted a successful bid to the LDA's Childcare Affordability Programme to remove childcare costs as a barrier to accessing employment and skills services, and to work. This could help to plug some of the gaps identified.
- **Support for workless parents in a low income, single earner household with children.** There is very little information available to demonstrate what – if any – activity is available for these West London residents.
- **Residents who claim Incapacity-related benefits,** specifically services aimed at supporting these residents into work.

From April 2007, Jobcentre Plus is planning to allocate a 2 point premium for placing anyone with dependent children into work.

A second phase of mapping has been undertaken by West London Working that identifies the current core activity of each provider, referral routeways, and pathways that can be taken by lone parents, incapacity benefit claimants, and residents in low-income single earner households with children where one parent is not working. This will be used to support the design of recommended solutions.

## **2b.2 Current activity with employers**

All the key agencies responsible for employment and skills provision develop relationships and provide services for employers. Jobcentre Plus works with employers through its national sales team and local vacancy sales managers to identify and fill vacancies. Brokers of the LSC-funded Train2Gain programme work directly with employers in particular sectors to assess their skills needs and design a bespoke, integrated package of training support. LSC staff also work directly with Sector Skills Councils (the 'voice of employers') to plan the shape of vocational provision so that it meets employers' needs.

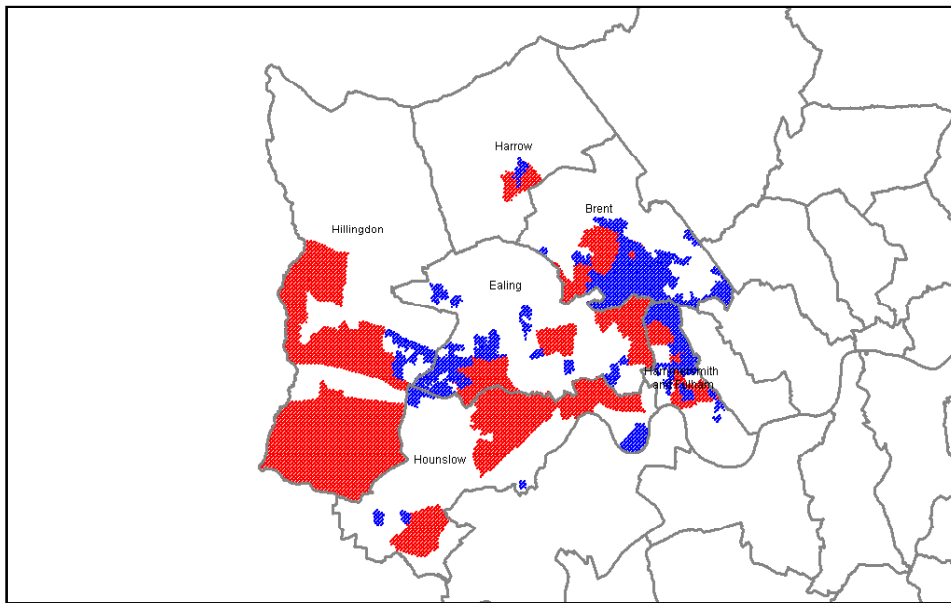
In addition, there are around 50 organisations working on the ground to actively engage employers. A number of these have developed vital experience of employer engagement. West London Working will draw on the experience and good practice of these organisations in order to build an offer that better meets the needs of employers and local residents. Examples of current practice include:

- **Brent in2work**, funded in part by the LDA's Priority Area Programme, works with local businesses in Brent to identify specific needs and upskill residents who are unemployed in the local area to meet employers' skills needs.
- **Fair Cities** (funded by the National Employment Panel associated with DWP), which is an initiative run in Brent to help people from BAME groups find and retain work. Again, a central part of the service is working with employers to identify their specific recruitment and skills needs.
- **Heathrow City Partnership**, funded in part by the LDA's Priority Area Programme, works with employers to address local skill shortages and raise awareness of cultural diversity.

Whilst there is employer participation in the management of some of these initiatives, there is no consistent West London and service-wide engagement of employers in the design and performance of services aimed at meeting their requirements. This is an area that West London Working will address in the service re-design.

## 2c Conclusions

London offers considerable potential for employment opportunities to residents of West London. While the economy grows and the number of jobs increases, local residents who are without work struggle to fully access the opportunities available. Figure 18 shows that local employers and jobs are in close proximity to West London residents who are without work. Thus West London Working will strive to rectify this situation, and effectively marry up these local opportunities of supply and demand.

**Figure 18. Concentrations of jobs and benefit claimants**

Data source: JCP and Annual Business Inquiry. Red: job concentrations (wards). Blue: benefit claimants (SOA).

Many of the local residents without work live in a third of the sub-region's wards, across all six West London boroughs. There is a mismatch between the skills levels of local residents and the jobs available locally.

Residents without work tend to face multiple barriers to employment, including access to local employment and skills services. These barriers cut across the target groups traditionally used for active labour market policies. We plan to focus on and tackle the barriers faced across all groups to help more local residents to find and retain work. West London Working's approach is through an end-to-end process of re-engineering service provision to address these multiple barriers to employment rather than focus on specific target groups. We set out to improve the overall effectiveness and efficiency of all services, and so expect that change will benefit all residents who are without work. For the purpose of this plan, however, we will initially focus on those people who have children and live in poverty, and for whom there is little existing provision:

- residents who claim incapacity-related benefits;
- lone parents; and
- residents in low-income single earner households with children where one parent is not working.

Common barriers to employment for these groups include:

- low levels of qualifications, particularly for residents with health problems (61% of those who are workless with a permanent sickness or disability had no qualifications compared to 20% of those in employment);
- a range of work-limiting health conditions, which for some people will vary in terms of being constant or intermittent to a greater or lesser degree;

- poor literacy and/or numeracy;
- difficulty in travelling to or accessing places of employment;
- worries over making the transition to work, particularly significant given that a notable proportion of workless residents have been out of the labour market for some time;
- the complexity of the benefit system and the manner in which it is organised, leading to real or perceived disincentives to entering employment;
- a lack of skills, experience, and/or confidence meaning that accessing the labour market is likely to be more difficult;
- childcare and/or other caring responsibilities;
- cost of transport to work and/or to childcare provision;
- a lack of local, convenient and affordable childcare with individuals or organisations that parents trust;
- very limited pro-active approaches by employers to diversify their workforce;
- poor awareness or knowledge of local information, advice, guidance and employment-related services, particularly amongst refugee / new communities;
- limited work opportunities suitable for people with certain health conditions;
- poor career advice and guidance from childhood onwards;
- direct and indirect discrimination; and
- limited access to existing services.

Many West London residents who are without work are from BAME, refugee and new communities. These residents may face one or more additional barriers to those identified above, including:

- direct and indirect discrimination;
- poor English language skills (literacy and spoken) amongst those not born in the UK;
- the extent to which qualifications gained outside the UK are recognised by UK employers;
- low level qualifications amongst some residents who were born in the UK and are unemployed;
- stereotyped channelling;
- a lack of culturally sensitive services;
- employers' perceptions of the skills and attributes of individuals from some BAME groups; and
- employers' perceptions of the legal issues involved in employing refugees.

The 2007 Budget announced the trialling of short, work-focused approaches for English as a second or other language (ESOL) courses in the London City Strategy pathfinders for parents on benefits or tax credits.

West London Working sets out to better meet employers' recruitment and skills needs by building stronger relationships with employers and re-orientating provision to equip local residents with the skills and attributes needed for work.

## 3.0 Programme Design

---

This section sets out the design of the City Strategy change programme for West London Working.

### 3a Approach and Programme Design

There are considerable job opportunities for West London residents, yet a significant number are without work. Employers and residents perceive the overall structure of services in West London to be disjointed. There is a lack of seamless and integrated support for employers to recruit locally, or for West London residents to prepare for, access and sustain employment. Despite some good practice, there is also little evidence that existing services reach some of the key groups that account for current levels of worklessness and child poverty: low-income households with children where one parent is not working; and people claiming incapacity-related benefits.

West London Working will unite the different agencies operating in the sub-region around shared objectives: to tackle worklessness; and to reduce child poverty. To do this, the Consortium needs to establish new ways of working to deliver change in the overall structure of existing services. This process will require a cultural and structural shift in the way in which organisations work together in order to:

- develop a service structure that better meets the needs of West London employers and residents;
- align the targets and resources of agencies responsible for employment and skills provision;
- improve the quality and performance of services.

West London Working is an employer led City Strategy Pathfinder. This leadership will ensure that design and implementation are driven by the demand for labour and skills, and will challenge the status quo in the structure of services. It will look to transform the shape of local services to ensure that they meet the needs of both employers and residents who are workless – ‘dual customisation’ – rather than focusing on one or the other. It is our intention to transform current systems and structures to make them more functional to meet the needs of employers and residents. We will draw on exemplar models developed locally to inform our design and implementation, and use good practice and lessons learnt from national initiatives to ensure that we build on experience. This knowledge will be applied to all action, with an initial focus on:

- lone parents
- residents claiming incapacity-related benefits; and
- low income, single earner households with children where one parent is not working.

This will be supported through a change programme as detailed throughout this section.

### **3b Programme Elements**

The Board of West London Working aim to meet their objectives through more productive use of the existing quantum of funding, resource and good practice aimed at tackling worklessness in West London. The Board is therefore determined to undertake a fundamental change management programme of the structure for delivery and the services aimed at workless residents and employers to provide a customer-focused “end to end” process of supporting residents moving in to sustainable employment. This has the potential to lead to significant changes to the status quo.

In order to achieve this we recognise that there are certain pre-requisites –

- Strong, determined and clear leadership exercised by the Board and the Programme Office.
- Unequivocal commitment by the service providers and funders on the Board and DWP to make available a proportion of the current investment in services for inclusion in the new service delivery provision.
- Sufficient resources and expertise to support the delivery of the change management process. This will be led by the Board and its delivery managed through the Programme Office.
- The availability of good quality, timely and appropriate service performance and socio-economic data and management information systems to manage and evaluate the change programme.
- A willingness to accept that there may need to be changes in the nature of engagement and the services currently provided by providers.
- The ability and expertise to design, specify and procure new contracting arrangements.

The decision by West London Working to undertake wide ranging change to the structure and nature of services means that we are not yet in a position to define specific activities or provide sub level targets. We have, however, detailed the steps within the change management programme that we will follow to enable us to achieve a sustainable structural transformation of services that help West Londoners into work.

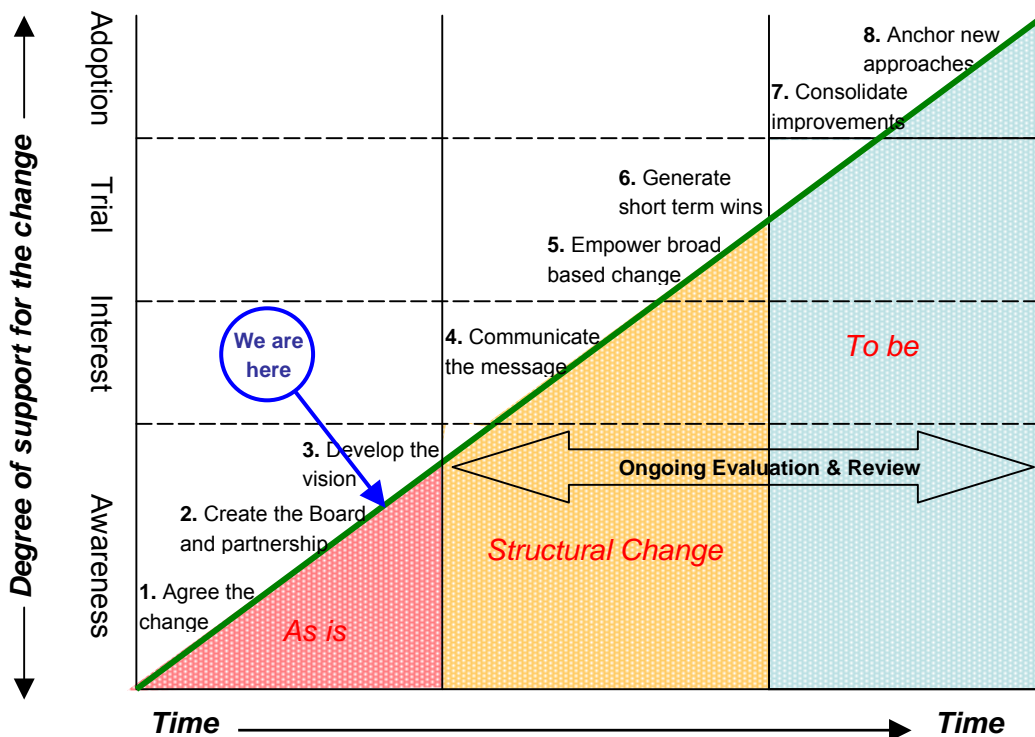
### 3b.1 Overview of the Change Management Programme

This programme will require a structured and controlled approach to managing these changes to ensure success. The change management programme will support the changes through a controlled but flexible approach that ensures good management, understanding and acceptance of the changes. As we are requiring change from a complex arena of stakeholders we need to build in flexibilities to adapt to this change, optimise resources and secure buy in.

In order to deliver the change we envisage is required, West London Working have adopted a programme based upon the Kotter 8 Stage Process<sup>21</sup> for creating major change, which we believe to be realistic and achievable. This process starts with a thorough analysis and mapping of the status quo of the structure and service offer, the 'As Is' state. It is then followed through with a period where Consortium members jointly agree their view of what they want to achieve, the 'To Be'. Once this is agreed the measures that are required to help us reach the 'To Be' are designed and implemented. A period of consolidation and anchoring of the approaches follows. This is a standard approach to fundamental business transformation which is undertaken in the private sector, and in the public sector as recommended by Varney and in the Gershon review.

Figure 19 shows the progress from initial analysis of the status quo, the 'As Is' stage, through a process of structural change towards the vision that is the 'To Be' phase.

Figure 19: The West London Working Change Model



<sup>21</sup>The 8 Stage Process for Creating Major Change, John P. Kotter (1995).

Our programme stages are therefore:

- Stage 1: Agreeing that change is necessary and the current position is not satisfactory or sustainable. Including mapping out an understanding in broad terms of the current reality (As Is). **Complete**
- Stage 2: Creating the partnership and the Board with the right people to lead and deliver on the change. Developing the Board so that it works together as a team and can make key decisions. **Complete**
- Stage 3: Developing a vision to help direct the change and the strategies for achieving that vision culminating in Design of the 'To Be'. **In Progress**
- Stage 4: Communicating the 'To Be' vision and the strategies and plans for achieving that vision. Role modelling the behaviours expected of partners and their employees to deliver the change.
- Stage 5: Empowering broad based change by removing obstacles and changing systems and structures that undermine the change vision. Encouraging risk taking and non-traditional ideas, activities and actions.
- Stage 6: Generating short-term wins and planning and creating visible improvements. Recognising and applauding people and organisations that made the wins possible.
- Stage 7: Consolidating gains and producing more change. Using the increased credibility to change all systems, structures and policies that don't fit together and match the transformation vision. Investing Reward Funding to support the re-invigoration of the programme with new projects, themes and people that will support the change; developing and engaging with people and organisations that can implement the change vision.
- Stage 8: Anchoring the new approaches to delivering services in the culture of the partner organisations and amongst board members and their employees by: creating better performance through customer- and productivity-oriented behaviour; more and better leadership and more effective management; articulating the connections between new behaviours and organisational change; and, developing means to ensure leadership and development and succession.

### **3b.2 Stage 1 Work Programme: Building the Evidence of the Current Structure and Services**

This is the 'As Is' stage where it is agreed that change is required. Analysis has been completed to support the business case and need for change.

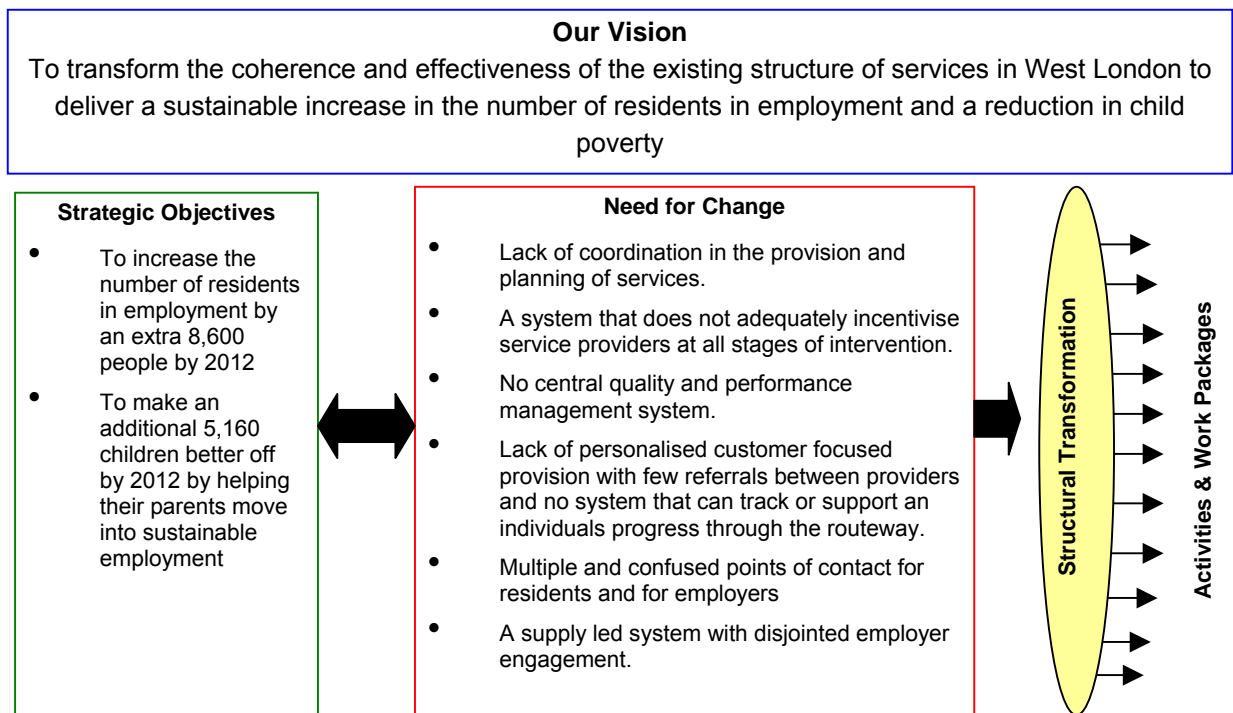
**i. Baseline Analysis**

Section 2 of this Business Plan details the completed baseline analysis of the economics of the local area, public investment into services targeting workless people and their targets, and details of service provision. This sets out the analysis of the present situation and why it does not fully meet the needs of residents, employers, or the agencies with responsibility for those services as well as it could. Additional mapping information has been provided in a comprehensive document produced in October 2006.

**ii Highlighting areas of need and discussing possible action**

The West London Working Consortium has conducted a series of round table discussions to draw out the priority areas where a need for change has been identified by the baseline analysis. Figure 20 and Appendix 3 details the outcome of these round table discussions.

**Figure 20: Need for Change**



Further details identified through the round tables will feed through to stage 3 of our work programme where we will design the strategies and plans to address these needs.

Responding to the identified need to change the current situation of multiple and confused points of access for residents, West London Working invited Nord Anglia to lead a bid (Reaching Out) to improve information, advice and guidance for one of West London Working’s key target groups, economically inactive women.

**Reaching Out**, a bid generated through the outcome of the West London Working round tables has been awarded £500,000 of funding from the LDA's Opportunity Fund over a 2 year period to provide impartial outreach services that target economically inactive women in the 6 boroughs, particularly lone parents, the BAME community, disabled women and economically inactive partners.

### **iii Mapping service provision**

The baseline analysis and mapping identified a number of areas where further information was required on the current services to help plan the change. Further detailed mapping has now been completed which reviews the current pattern, efficiency and effectiveness of local employment and skills provision. As part of this review, there has been a need to understand the typical processes used by West London residents to find and keep work; and employers to recruit local residents.

Mapping details the interaction between service providers at different stages of the journey to work continuum, helps identify possible duplication of service, and provides further evidence as to the key areas of weakness in current delivery. It provides baseline information as to the management information that each service provider holds on their client group, the systems they use to capture this and an indication as to the willingness to share this information with others. It also moves towards providing qualitative information with details of the scale of service and its productivity.

Maps have been produced to detail interaction that employers have with service providers.

Mapping was completed in April 2007 and copies of the top level maps are attached at Appendix 4.

Appendix 5 has further details of the mapping specification.

### **iv Focus Groups**

Focus groups and workshops will be carried out with key stakeholders to better understand their experience of the current 'As Is' end to end services and their needs and attitudes. Hypothesis arising from focus groups will be discussed within the Implementation Group; this group will have a role in testing these and confirming where appropriate.

#### **Residents**

Appendix 6 provides a draft specification for resident focus groups.

#### **Businesses**

The findings from a business workshop held in February 2007 and the employer mapping that has been undertaken will inform further consultation with business. Transport for London, a Board Member, will work with West London Working to

model their current engagement with service providers and provide a test bed in which West London Working input can be made to improve business and provider's engagement terms and strategy. Work will be carried out with businesses, in collaboration with business agencies, and public sector employers. Appendix 7 provides a draft specification for engaging SME's in this process.

### **Voluntary and Community Sector (VCS)**

The VCS is an important member of the West London Working Consortium as a point of access for people who are workless, a source of knowledge and expertise, an employer and as a provider of services. The VCS has participated in the development of the West London Working Business Plan through the West London Network. We will conduct further focus groups to better understand their experiences of the current structure and nature of services and link to workless residents.

### **Employment and Skills Providers**

Workshops will be undertaken with the current provider base to gain their expertise and knowledge to inform the development of the vision by the Board. In addition West London Working is working closely with DWP/JCP to influence the Provider selection for the Provider Led Pathways to Work due for launch in West London in April 08.

### **Other Service Providers**

A health workshop was held in December 2006 where two focus groups considered the health needs of Incapacity Benefit returners, their employment barriers, best practice and what should be developed to meet employer and resident needs. Additional research is to be taken with other intermediaries including the Probation Service, and Social Care Services to better understand their experiences of the current 'as is' services, needs and attitudes.

As a result of West London Working's engagement with intermediaries in Housing and Children's Services successful bids have been submitted for 2 new projects that will help develop linkages with core workless provision.

***Integrating Employment and Training Assistance into Services for Homeless People in West London:*** DCLG funding of £295,000 over 2 years has been secured by West London Housing Partnership. This project capitalises on the contact that Housing Needs staff have with homeless people to signpost those who would like help and advice with finding a job to appropriate services, and by assisting those services to deal more effectively with the barriers to employment faced by homeless people.

***Childcare Affordability Programme 2:*** £1.5m of funding from the LDA and Sure Start for the provision of full time and flexible childcare places to support lone parent's transition to employment and training.

## **v Funders**

The baseline information provided in Section 2 gives an overview as to the Funders key programmes of delivery, funding levels and targets. Further information will be sourced through the creation and operation of a Public Services Group to map out future funding cycles, their value, objectives, and time frame, with a view to maximising on alignment and ultimately value for money. Methods that can already be taken to align funding where there is no requirement for enabling measures will be documented. This Group will commence by documenting the 'As Is' funding models in use in West London and information will be used to support the development of strategies and plans to achieve the vision (stage 3 of our work programme).

## **vi Best Practice – What Works?**

Examples of existing good practice and details of what has been evidenced to work in tackling worklessness will be collated and the degree to which they could be translated to West London assessed.

## **vii The Policy Context**

An analysis will be made of current regional and national policy thinking and proposed models for welfare reform, including the recommendations from the Freud Report, the Welfare Reform Bill, the Harker Report, and the Leitch Review of Skills.

### **3b.3 Stage 2 Work Programme: Create the Board & Partnership**

West London Working has formed the Consortium of partners and the leadership necessary to deliver the change and the commitment that change is necessary. Employers and public sector partners have recognised the need for change to tackle the persistent worklessness in West London that exists despite a strong local economy and availability of jobs. We are going through the process of team building with the Board, developing a common understanding of the issues and opportunities, and a shared language to describe the challenges and the change required to achieve the vision.

### **3b.4 Stage 3 Work Programme: Developing the Vision and Designing Strategies for Achieving This**

The production of this Business Plan, the development of the evidence base and the formation of the Consortium and Board has provided us with a firm foundation upon which to determine and agree our vision of the nature of the 'To Be' structure and services.

To build on the work undertaken by Consortium representatives in developing the Business Plan, an Implementation Group has been established to support further development of the vision and the design of strategies to achieve it.

The desired outcome from this stage of the work programme is agreement as to the changes needed and the means of delivery to address these, including roles and

responsibilities. It in turn will lead to the setting of medium and long term objectives, outcomes and timings.

There are two key activities that need to be undertaken to ensure Consortium buy in to the design process and the future vision.

The first is to build an understanding of the task and the change management approach. A shared understanding for the 'As Is' services and an agreement as to the vision of where we want to be will be developed. Design principles will be considered and agreed to guide the development of strategies to help us move from our current state to the required state. The following questions will be considered:

**Where are we?**

Background socio-economic data; productivity (including retention); current investment.

**What do we do at the moment?**

Mapping of the end to end process; How are decisions made and by whom? Who are the funders, what funding is available, and what are their restraints?

**What should the structure and service position look like in the future to realise our vision?**

What do employers and residents say they want?  
What do local providers and intermediaries say they want?  
What do the policy makers say works and doesn't work? – Freud, Leitch etc.

**What is achievable?**

The second activity focuses on planning the 'To Be', detailing and gaining agreement of what is required to help us get there. This will inform the development of work package activity and guide subsequent development and implementation by the Programme Office. During this activity appraisals will be completed for each proposed activity.

**3b.5 Stage 4 Work Programme: Communicating the change vision**

During stages 1 to 3 of the work programme, communicating the development of West London Working has been vital to ensure partner buy in and that the emerging vision is shared by all. Delivery of focus groups has served a dual role, to support our understanding of the 'As Is' stage, but also to help inform other stakeholders and engage them in the change process. The process of designing the 'To Be' structure and services is an important part of our communication strategy where agreement will be made as to the status quo and a shared vision established.

The Programme Office will develop a communication strategy that will engage, inform, and seek guidance from stakeholders by June 2007. Through consultation

with the Implementation Group, the Programme Office will establish protocols and the best approach to take to communicate changes that partners and employees may be required to make as a result of these proposals.

**3b.6 Stages 5 to 8 Work Programme: Empowering broad based change (5), generating short term wins (6), consolidating improvements (7), and anchoring new approaches (8)**

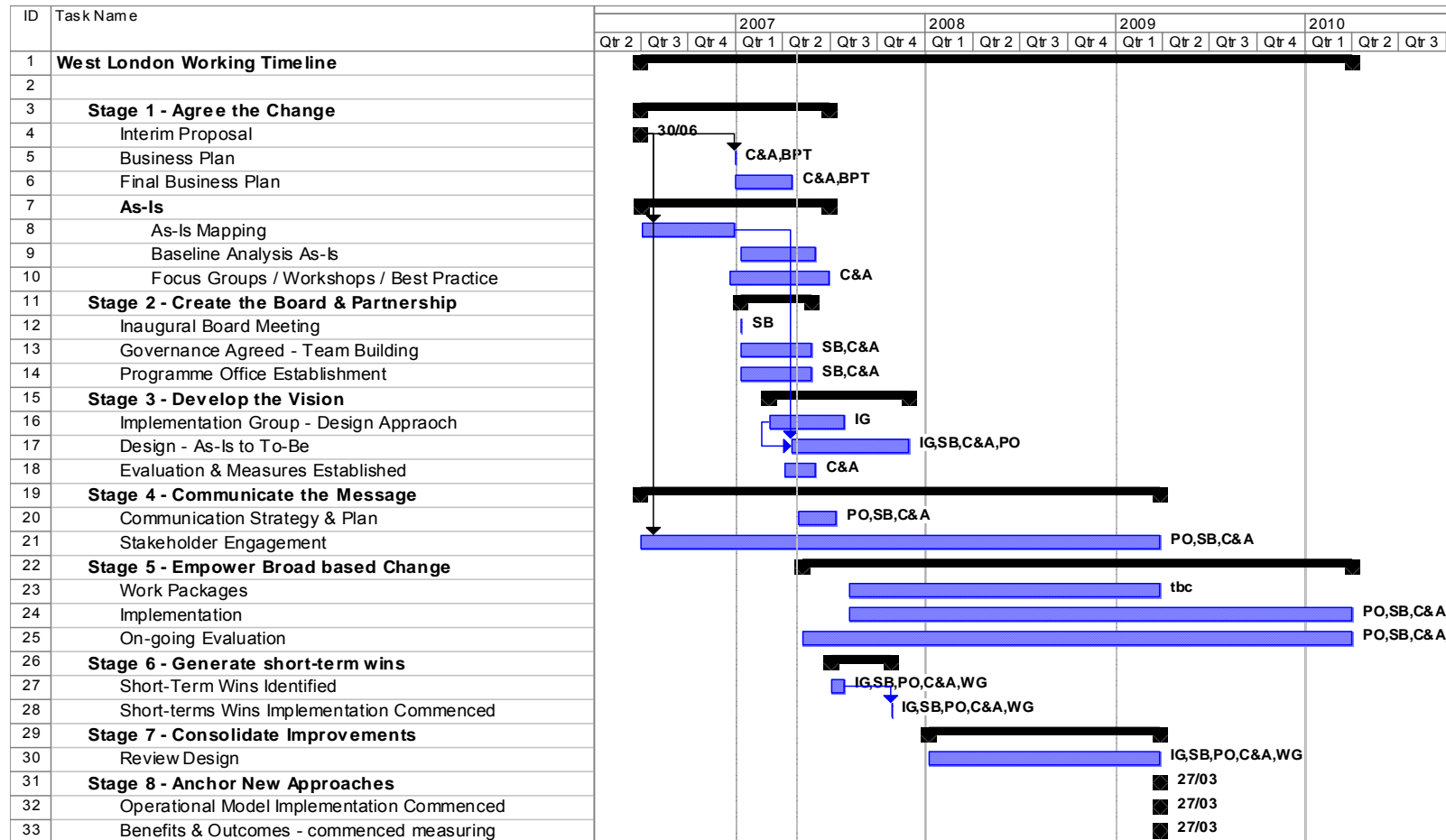
Once the strategies for achieving our vision have been designed, further developed and approved by the Board, West London Working will move into stage 5 and 6 of the Change Process where we will focus on removing obstacles and changing systems and structures that undermine the change vision, together with generating short-term wins and planning and creating visible improvements.

This work will be managed through the Programme Office with the support of the Implementation Group and subsequent work package subgroups. See section 4, Governance for further information on roles and responsibilities.

It is recognised that the 2 year pilot period will be insufficient to design, implement and measure the impact and success of this change programme. To that end, West London Working is basing this Business Plan on the assumption that the CSP will continue until 2012 albeit with regular review and evaluation.

**Figure 21. Timeline**

Each stage will be planned in detail prior to commencement. Progress will be monitored by the Programme Office. At this point all dates are indicative.



Key: **C&A** = Contracting and Accountable Body (LDA); **BPT** = Business Planning Team; **SB** = Strategic Board; **IG** = Implementation Group; **PO** = Programme Office; **WG** = Work Package Groups



**West London Working**

# **West London Working City Strategy Pathfinder**

**Supplement to Chapter 3.0**

**Programme Design - Key Programme Elements**

**V7**

**October 2007**

## **Table of Contents – Supplement to Chapter 3**

---

1.0	Introduction	39
2.0	West London Working Design Process	39
3.0	Next Steps	40
4.0	West London Working - Work Packages	41
4.1	Overview	41
4.2	Work Package A: West London Working Passport	42
4.3	Work Package B: West London Performance Rating	45
4.4	Work Package C: West London Investment and Target Group	48
4.5	Work Package D: West London Guidance, Skills & Brokerage Confederation	50
4.6	Work Package E: Business Partner Programme	52
4.7	Work Package F: Business Client Management	54
4.8	Work Package G: Outreach linking front line staff	56
4.10	Work Package H: West London Personal Advice Offer	58
4.11	Work Package I: Building Employability Pathways	60
	Annex 1: Summary of Milestones	62

## 1.0 Introduction

West London Working submitted its City Strategy Pathfinder Business Plan to the Department for Work and Pensions in April 2007. Following the assessment of City Strategy Business Plans, Jim Murphy, the then Minister for Employment and Welfare Reform, requested further detail of the key programme elements proposed by West London Working.

This paper gives an overview of the design process that West London Working undertook between April 2007 and July 2007, and details the nine work packages that have been developed and form our key programme elements.

## 2.0 West London Working Design Process

The West London Working Implementation Group was launched in May 2007 with the remit to deliver the vision and objectives of West London Working and drive the design and implementation of its activities. The Implementation Group took the six headline 'needs for change' identified in the Business Plan as a focus around which to design proposed activities. The 'needs for change' are:

- No central quality and performance management system has led to...
- Lack of coordination in the provision and planning of services and...
- A system that does not adequately incentivise service providers at all stages of intervention.
- Multiple and confused points of contact for residents and for employers and...
- A supply led system with disjointed employer engagement exacerbates
- Lack of personalised customer focused provision with few referrals between providers and no system that can track or support an individual's progress through the routeway.

Overlaying these six 'needs' is the requirement to address the overall vision of West London Working 'to **transform** the **coherence** and **effectiveness** of the existing **structure** of services in West London to deliver a **sustainable** increase in the number of residents in employment and a reduction in child poverty'.

In the first workshops the Implementation Group developed their shared vision and identified a range of different options that could be taken to achieve that end result. These varied greatly in the potential scale of change required, resources, and the timeframe for implementation. A process of prioritisation followed where a number of proposed work areas were discarded, and further detail developed on preferred ways forward. Finally, options were consolidated and cross referenced against the need and our vision.

A series of one-to-one consultations took place with Implementation Group members and representatives from the private sector organisations on the West London Working Board. They were invited to scrutinise the design process taken and the resulting work packages.

Details of the resulting 11 work packages were presented to the West London Working Board on 10 July 2007. The Board approved the work packages presented and tasked the Implementation Group to continue to refine and develop these. As a result of further consultation 2 of the work packages were merged to become 1, and another package's content incorporated into the West London Working Passport. This leaves us with the 9 work packages detailed in this document.

West London Working Board members have been asked to identify work packages where they are able to provide advice on its development and implementation. A similar request has been made to the Implementation Group members.

Section 4.0 provides a brief on each work package detailing:

- what the intervention will do
- strategic fit
- benefits
- core and optional elements
- outcomes and outputs
- risks.

The briefs indicate links to other work packages, and existing projects that they either build on or complement. Each brief provides a headline on milestones and timelines. **This supplement is a living document and is subject to change.**

The briefs indicate where board members have volunteered to advise on a specific work package.

### **3.0 Next Steps**

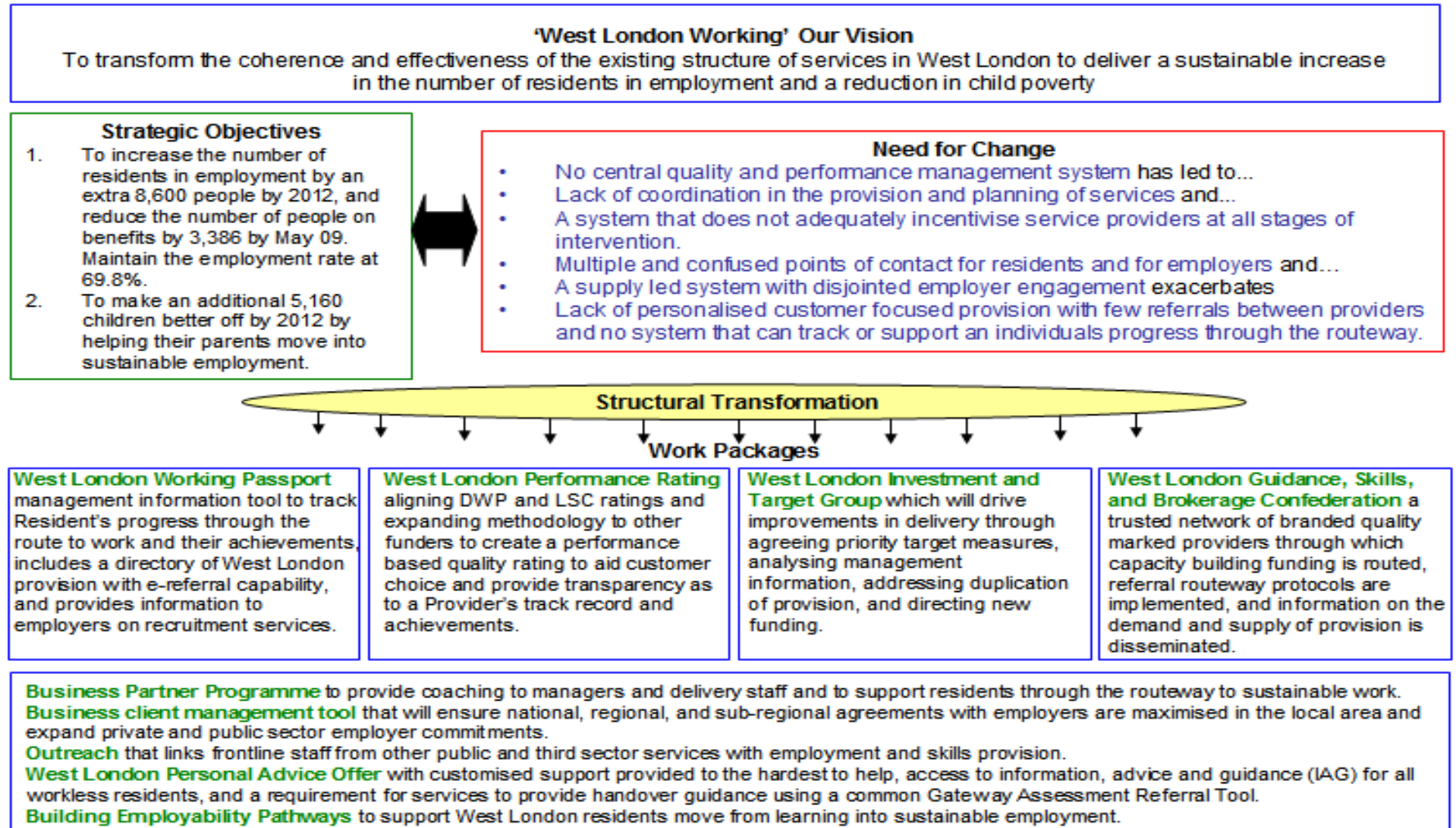
All work packages are in the initial development phase. The work package briefs in section 4.0 are being used to form the basis of further detailed consultation with Implementation Group members. This consultation will include analysis of all aspects of the briefs. It will look, in particular, at the assumptions made with respect to the forecast level of resources, milestones and timelines, and the recommended approach for taking the work package forward.

We will be undertaking a prioritisation exercise where the scope of each work package will be defined against available resources.

Full business cases will be developed for each package that will provide alternative scenarios for implementation and expand on all elements of the work package briefs for approval by the West London Working Board.

## 4.0 West London Working - Work Packages

### 4.1 Overview



## 4.2 Work Package A: West London Working Passport

<b>Board Advisor:</b> Duncan Mitchell (CISCO)	
<b>Description of Intervention</b>	
<p>A new Management Information Tool that pulls together provider data to:</p> <ul style="list-style-type: none"> <li>Track residents' progress through the route to work to sustainable employment</li> <li>Provide information on local provision to aid strategic decision making</li> <li>Holds a centralised directory of West London skills and employment provision with e-referral capability</li> <li>Facilitates personalised support to the resident</li> <li>Provides information to employers on recruitment and retention services</li> </ul>	
<b>Strategic Fit</b>	
<b>Vision</b>	<b>Need for Change</b>
<p>Transform Coherence Effectiveness</p>	<ul style="list-style-type: none"> <li>No central quality and performance management system</li> <li>Lack of coordination in the provision and planning of services</li> <li>Multiple and confused points of contact for residents and employers</li> <li><b>Lack of personalised customer focused provision and no system that can track or support an individuals progress through the routeway</b></li> <li>A supply led system with disjointed employer engagement</li> </ul>
<b>Benefits</b>	
<ul style="list-style-type: none"> <li>Clearly identifies which interventions help individuals find work (value chain).</li> <li>Ensures that advisors and referral agencies are aware of the full range of local provision to which residents can be referred.</li> <li>Facilitates personalised support to the resident by enabling easy referral to provision and a mechanism for referring organisations to keep in touch with their contact.</li> <li>Strategic fit with central government policy on the development of 'skills accounts' and the need to measure sustainable employment and progression to reduce cycling between benefits and work</li> <li>Fully utilises the relationships that Business Link for London, Train 2 Gain Brokers, and other Business Support Organisations have with West London Businesses</li> <li>Uses other services to increase the number of employers utilising West London Skills and Employment providers.</li> </ul>	
<b>Core elements of intervention</b>	
<b>1. Management Information System</b>	
Common identifier used by residents to register for and access West London Guidance, Skills and Brokerage provision.	
Resident data and details of current intervention to be extracted from Provider's existing IT systems (e.g. ILR, SL2, ESF records).	
Basic resident data (e.g. contact details, date unemployed/employment status, diversity information, lone parent, existing qualifications) to be accessible by Providers on Resident's registration from a common database.	
A resident's Guidance, Skills, and Brokerage history to be documented and available to referral agent, provider, and funders: e.g. Referral agent (& Personal Advisor contact details if applicable), Start date, end date, intervention details, Provider, outcome (qualification and job outcome), funding contract, funding claimed for intervention.	
CV and Individual Learning Plan to be accessed on registration.	
Reports to be available on provision accessed, average length of stay, multiple interventions, geographical access, provider performance, outcomes, drop out hot spots, referral to start.	
Referral agents must be able to track the outcome of their referral.	

Function to allow direct text (or email) contact with Resident's when they are due to leave provision.
<b>2. West London Working Directory</b>
West London Working Directory of guidance, skills and brokerage provision.
Employer facing element of West London Working Directory to guide businesses towards providers of recruitment and retention services. Targeted dissemination/marketing campaign to Business Advisors (BL4L, T2G, Other). Business Advisors to feedback business satisfaction ratings to West London Working E-referral mechanism for businesses to contact job brokers et al
Include guidance on JCP subsidies, work trials, services for employers taking disabled people inc Access to Work, Workstep etc. and services for employers.
Contractual requirement to Providers to inform WLW of details for all new courses/services.
Incorporate Performance ratings when made public.
Function for online reminder to Providers to update information.
E-referral mechanism via the Directory to Provider.
Providing and updating details on the directory must be a condition of contract for providers.
<b>3. West London Working Website</b>
Host the West London Working Directory and MIS reporting function.
Include facility for password protected member areas.
Host inf. on the Confederation, Business Management Tool/Jobs Pledges, Business Partner programme.
<b>Optional elements of intervention</b>
Package of benefits for resident for using the WLW Passport.
West London Working Passport holds nominal Skills Account funding.
West London Working Passport holds nominal employment and brokerage funding.
Conglomerate historical data pre implementation of the WLW Passport.
Directory expanded to include other support services e.g. drugs, housing, mental health etc.
Website: Links to Sector Skills Passports with information aimed at the resident that explains the qualifications/skills needed for different careers.
<b>Outcomes</b>
<ul style="list-style-type: none"> <li>↑ informed decision making</li> <li>↑ proactive and evidenced change.</li> <li>↑ in efficiency</li> <li>↑ in clarity of entrance to routeway</li> <li>↑ accurate referrals</li> <li>↑ demand (individuals) led system</li> <li>↓ of duplication of provision.</li> <li>↓ drop outs.</li> <li>↑ no. of businesses using W. London brokerages &amp; JCP to recruit &amp; support retention of staff.</li> <li>↑ no. of vacancies filled by referrals from W London providers.</li> </ul>
<b>Outputs</b>
<b>MIS System:</b>
No. of reports accessed
Measurement of use by referral organisations, W London Investment & Target Group, Confederation.
No. of people tracked through the WLW Passport
<b>Directory:</b>
No. of courses recorded in the Directory. 97% accuracy rating.
No. of hits on the Directory.
No. of referrals made by Business Advisors to WLW providers
No. of residents getting work from Business Advisor referrals (collected through Provider monitoring).

<b>Links to other work packages</b>	
B – West London Performance Rating C – West London Investment and Target Group D – West London Guidance, Skills & Brokerage Confederation G – Outreach linking Front Line Staff I – West London Personal Advice Offer	
<b>Risks</b>	
Data protection legislation may make this difficult to implement. * Practical difficulties in linking diverse data sets. * Potential for costs to spiral (minimise by taking advantage of CISCO membership of the board and other models being developed by other CSPs) Difficulty of agreeing information requirements, standardised definitions etc. - Scope creep. Vulnerable clients may object to collation of personal data. Providers do not populate the system. * System is not used to its full capacity through lack of understanding or knowledge of its capacity. High maintenance costs. Impact will not be seen until after the time period of the CSP. Incomplete data. Changes to national data set requirements (e.g. from LSC/JCP) * Currency of information. Potential high Licensing costs to enable access a web based product by a large no. of users. T2G/BL4L is currently contracted on Pan London basis whilst this would be easier to disseminate to Business Advisors working on a sub regional basis. National / Regional /Local. Turnover of staff within Business Support organisations makes links to Business Advisors ineffective. Providers do not provide quality candidates/services. Directory is inaccurate and out of date. Providers do not have enough candidates to meet employer need Business Support Organisations do not engage and do not make any referrals. Referrals will be made to small number of providers, not whole provider base.	
<b>Constraints</b>	
Will not have records of advice, skills and brokerage undertaken outside of the 6 West London Boroughs.	
<b>Existing Projects</b>	
Existing tracking/passport systems: ULN / MIAP, SSCs Skills Passports, Skills Coaching Skills Passports T5 Construction Passport / Skills Accounts (Leitch) / Learn Direct tracking systems / Next Step Tracker FE Bill requirement for data sharing / Directories: Learn Direct / Floodlights / Hot Courses LSC Business Link training / JCP Employer Teams	
<b>Milestones</b>	<b>Timeline</b>
West London Passport Work Package Business Case submitted to Board	December 07
Specification to identify branding	October 07
Branding completed	October 07
Website specification drafted	October 07
Website launched	December 07
Gathering current Directories	November 07
Directory specification drafted	November 07
Options paper to December Board	December 07
MIS Feasibility Study	December 07 to February 08
<b>Approach</b>	
Feasibility Study required prior to implementation of MIS tool.	

### 4.3 Work Package B: West London Performance Rating

<b>Board Advisor:</b> Ashley Steel (KPMG)	
<b>Description of Intervention</b>	
<p><b>Creation of a performance based quality mark:</b> Aligning and expanding DWP and LSC performance based quality ratings across other funded provision to create a common benchmarked Performance rating across West London</p> <ul style="list-style-type: none"> <li>• Common transparent performance management tool</li> <li>• Setting of customer feedback parameters</li> <li>• Rolling performance rating out at subcontract level</li> <li>• Performance rating tool adapted for non JCP/LSC provision</li> </ul> <p>Measures likely to include:</p> <ul style="list-style-type: none"> <li>▪ Performance against contract</li> <li>▪ Customer and employer feedback</li> <li>▪ % of clients in sustainable employment</li> <li>▪ % of right first time referrals</li> </ul>	
<b>Strategic Fit</b>	
<b>Vision</b>	<b>Need for Change</b>
Effectiveness	<ul style="list-style-type: none"> <li>• <b>No central quality and performance management system</b></li> <li>• Lack of coordination in the provision and planning of services</li> <li>• Multiple and confused points of contact for residents and employers</li> </ul>
<b>Benefits</b>	
<ul style="list-style-type: none"> <li>• Enables consistent comparisons across all West London providers</li> <li>• Drives up quality and performance levels</li> <li>• Builds understanding of provider performance across the piece to inform future funding decisions</li> <li>• Aids customer choice (referral agents &amp; business support organisations)</li> <li>• Incentivises providers to continuously improve</li> <li>• Potential for reduced contracting and improving efficiency as high performers have their contracts 'rolled-over'</li> </ul>	
<b>Core elements of intervention</b>	
Agree a methodology that allows Providers, Personal Advisors, Funders and the Public to easily compare an LSC Framework for Excellence rating with a DWP Star Rating. For example Stars and Scrolls.	
Roll out DWP Star Rating from Prime Contract level to subcontract level and to accelerate the expansion of the Star Rating from EZ and ND Prime Contracts to all DWP funded delivery in West London	
Expand or amalgamate the Star Rating or Framework for Excellence model to encompass Providers who are not funded by LSC or DWP. E.g. LDA single programme, New Deal for Communities, Neighbourhood Renewal Fund.	
Capture and publish customer feedback across West London, using a common customer satisfaction e-system.	
<b>Optional elements of intervention</b>	
Intranet forum to post referral agent, IAG and Business Support Organisation reviews via WLW Passport.	
<b>Outcomes</b>	
<ul style="list-style-type: none"> <li>↑ provider performance</li> <li>Enables funders to make informed decisions</li> <li>↑ ability to benchmark provision</li> <li>↑ Transparency as to the standard being asked for.</li> <li>↑ consistency of quality</li> <li>↑ outputs</li> </ul>	

<p>↑ Competitive market.          ↑ in sustainability          Supports customer choice          Supports capacity building.          ↓ in churn within the system and drop outs and ↑ % into jobs.</p>	
<b>Outputs</b>	
<p>No. of organisations with West London ratings          West London performance management tool used by all funders          No. of responses on the customer satisfaction e-system.</p>	
<b>Links to other work packages</b>	
<p>A – West London Working Passport          C – Investment and Target Group          D – West London Guidance, Skills, and Brokerage Confederation          G – Outreach linking front line staff          H – West London Personal Advice Offer</p>	
<b>Risks</b>	
<p>Difficulties of creating a single framework across JCP, LSC, LDA, NRF provision. *          Difficult because outcomes and targets currently vary.*          Need to cover subcontractors as well as prime contractors – current frameworks do not do this. *          Difficult to measure some key elements until West London Working ‘passport’ is implemented.          Providers may under estimate outcomes in future funding applications to ensure they exceed these in practice and so increase their star rating.          May need to re-work contracts to enable performance data to be published.          Difficulties of operationalising a new monitoring process across the LDA, NDCs and LA.          Not all providers will be included in the Performance Rating as will be operating pan London with only small % of total contract in West London.</p>	
<b>Constraints</b>	
<p>Providers will be assessed against their contract performance – this may be beyond the CSP geographical boundary. Requirement for assessment against delivery in the CSP area rather than nationally or regionally.</p>	
<b>Existing Projects</b>	
<p>DWP Star Rating          LSC Framework for Excellence          H&amp;F Get Verbal Evaluation Tool</p>	
<b>Milestones</b>	<b>Timeline</b>
West London Performance Rating Work Package Business Case to Board	December 07
Specification for consultancy completed and appointed	January 07
Performance rating options appraisal and consultation	January to March 07
6 month Performance Rating Pilot	March – Aug 08
Pilot Evaluation	Aug 08
Roll out performance rating	Oct 08
Customer satisfaction e-tool rolled out	Mar 08
Agreement by ND Prime Contractor to undertake JCP Star Rating exercise with its subcontractors and share results with WLW.	Mar 08
Provide comparison of Framework for Excellence	Jun 08

and DWP ratings to help public, funders etc. understand the parity between the 2 ratings	
Accelerate JCP Star rating roll out to all other JCP contracts outside of first phase.	Oct 08
<b>Approach</b>	
To procure support to develop and pilot a new Performance Rating for LDA, LA and NDCs, and to create a customer satisfaction tool and framework.	

#### 4.4 Work Package C: West London Investment and Target Group

<b>Board Advisor:</b> Manny Lewis (LDA)	
<b>Description of Intervention</b>	
<p><b>Creation of a new Forum, the Investment and Target Group, that:</b></p> <ul style="list-style-type: none"> <li>• Regularly brings together key funders to plan provision</li> <li>• Agrees common targets and interpretation of provision outputs</li> <li>• Interprets Management Information (from West London Working Passport) to target future funding and eradicate any duplication</li> <li>• Is a mechanism to align funding</li> </ul>	
<b>Strategic Fit</b>	
<b>Vision</b>	<b>Need for Change</b>
Transform Coherence Effectiveness Sustainable	<ul style="list-style-type: none"> <li>• No central quality and performance management system</li> <li>• <b>Lack of coordination in the provision and planning of services</b></li> <li>• A system that does not adequately incentivise service providers at all stages of intervention</li> <li>• Multiple and confused points of contact for residents and employers</li> </ul>
<b>Benefits</b>	
<ul style="list-style-type: none"> <li>• Drives improvements in delivery through a coordinated approach to planning, supported by shared priorities, improved MI and new contracting models</li> <li>• Creates a single voice to feed in to regional and national tier decision making processes.</li> <li>• Allows West London to respond to competitive funds in a coordinated way</li> <li>• Clearly signals West London Working priorities to Providers</li> </ul>	
<b>Core elements of intervention</b>	
Regular face-to-face governed meeting of funders with constant membership from decision making representatives.	
Membership from LSC, DWP, JCP, LDA.	
Funders consult with each other on new programme specifications and business plans.	
Funders agree priority target measures for inclusion in West London contracts, e.g. sustainable employment, % right first time referrals.	
Funders agree common terms and interpretation with accompanying glossary.	
Funding timetable established.	
Funders understand demand and need for West London provision.	
West London Economic Regeneration Officer Group to be conduit between Local Authorities and the Investment & Target Group (link with LAA).	
Responds to feedback on gaps and demand that will inform strategy from WLEROG, Learning Network group and Confederation.	
Responds to feedback on gaps and demands from Employers via WLW Board, West London Business, London Skills & Employment Board and Sector Skills Councils.	
WLW Business Analyst/Economist to support the West London Investment & Target Group by researching, interpreting and presenting MI, labour market trends etc. To process 'gaps and demand feedback' from WLEROG, Learning Network Group & Confederation.	
Responds to MIS from WLW Passport	
<b>Optional elements of intervention</b>	
Develop contracting model which breaks down provider activity into a menu of activities with standard rate of payment.	
Amalgamation of contracts where Providers are funded from more than 1 body.	
Resource that interprets Labour Market Trends and existing socio-economic data from sources such as GLA Economics and DWP.	

<b>Outcomes</b>	
<p>↑ ability to articulate West London's needs and to direct EU/National &amp; regional funding to those areas most in need.</p> <p>↑ coordination of delivery in West London / ↑ informed strategic decision making.</p> <p>↑ leadership role / ↑ in efficiency at Provider and Funder level.</p> <p>↑ personalisation of routeway</p> <p>↓ duplication of provision.</p>	
<b>Outputs</b>	
<p>Priority targets agreed and rolled out across west London provision.</p> <p>Common funding terminology and interpretations agreed and disseminated across West London providers.</p> <p>Practical examples of match funded projects generated or joint prospectuses.</p>	
<b>Links to other work packages</b>	
<p>A – West London Working Passport</p> <p>B – West London Performance Rating</p> <p>D – West London Guidance, Skills and Brokerage Confederation</p>	
<b>Risks</b>	
<p>Different planning cycles, targets.*</p> <p>Resources and time to engage with the group.</p> <p>Dependent on effective MIS and communication of need to funders group. *</p> <p>Reliant on sharing of inf. within organisations to the person sitting on the Investment Group.*</p> <p>How to best work with other regional or national priorities and funding.</p> <p>Membership of group not empowered to make decisions.*</p> <p>Membership inconsistent.</p> <p>Need to link with Local Area Agreements.</p> <p>Continued duplication of funding occurs due to gaps in Management Information.</p> <p>Not able to obtain appropriate representation from DWP contacting team.</p> <p>Not being able to respond at speed to short notice funding opportunities.</p>	
<b>Constraints</b>	
<p>National vs Regional vs sub regional strategies and procurement. To operate to full potential need WLW Passport to be effective and good feedback mechanisms from the Learning Network and Confederation.</p>	
<b>Existing Projects</b>	
<p>LSPs / WLP Ob 2 group / White City Employment Group</p> <p>Adult Community Learning - LSC to commence analysis provision across 6 borough area &amp; could form prototype for setting W London strategy.</p> <p>LSC Experian geographical spatial study / PCT/JCP linkages</p>	
<b>Milestones</b>	<b>Timeline</b>
Draft Terms of Reference for group agreed	October 07
6 month priorities for action drafted	October 07
West London Contract Register, Provider/Partner & Subcontract List, and Forward Planner prepared	November 07
West London Investment & Target Group Work Package Business Case to Board	December 07
First workshop arranged to agree priorities with group	December 07
Establish process for gap analysis and feedback	Jan – Feb 08
<b>Approach</b>	
<p>Secretariat provided by West London Working for first 12 months of operation, then self sustaining. Full time Economist/business Analyst funded through DAF to March 09. Monitored through Implementation Group.</p>	

## 4.5 Work Package D: West London Guidance, Skills & Brokerage Confederation

<b>Board Advisor:</b> Sir Roy Gardner (Compass)	
<b>Description of Intervention</b>	
<p><b>Building of a trusted network of branded quality marked providers, that:</b></p> <ul style="list-style-type: none"> <li>• Builds on LEST 2012 Pan London Guidance and Brokerage Confederation</li> <li>• Has membership by application which is contingent on agreement of common service level agreements</li> <li>• Establishes clear referral route ways with agreed protocols (building on MAST)</li> <li>• Informs the Investment &amp; Target Group of demand &amp; supply on the ground</li> <li>• Proactively responds to trends identified by the West London Working Passport &amp; forms partnerships to access competitive funding</li> <li>• Members benefit from capacity building workforce development programme and from being first choice providers for Employer Accord vacancies.</li> </ul>	
<b>Strategic Fit</b>	
<b>Vision</b>	<b>Need for Change</b>
Transform Coherence Effectiveness Structure	<ul style="list-style-type: none"> <li>• <b>No central quality and performance management system</b></li> <li>• Lack of coordination in the provision and planning of services</li> <li>• Multiple and confused points of contact for residents and employers</li> <li>• <b>Lack of personalised customer focused provision and no system that can track or support an individuals progress through the routeway</b></li> </ul>
<b>Benefits</b>	
<ul style="list-style-type: none"> <li>• Improves links between providers &amp; facilitates more right first time referrals</li> <li>• Increases personalisation of support for residents</li> <li>• Branding builds confidence in, and visibility of, West London services</li> <li>• Better targeting of capacity building funding</li> </ul>	
<b>Core elements of intervention</b>	
Regular forum of Providers where each understands their USP and where referrals would improve a resident's customised journey through the route to work.	
Routing of capacity building funding and coordination of Confederation Workforce Development Programme	
Learning Network for Contract Managers and JCP Referral Staff that enables sharing of performance data on Providers with multiple contracts, how best to trouble shoot poor performance, sharing good practice, and feeding up information on gaps in provision. NB: include contract mgrs of LDA area programmes; NDC Skill & Employment Managers; NRF contract managers	
Developed communication channels between providers and funders	
<b>Optional elements of intervention</b>	
<b>Outcomes</b>	
<ul style="list-style-type: none"> <li>↑ client satisfaction levels.</li> <li>↑ in partnership responses to procurement opportunities in West London</li> <li>↑ employment and qualification outcomes.</li> <li>↑ in personalisation for residents.</li> <li>↑ in appropriate cross referrals.</li> <li>↑ coordination of support to providers.</li> <li>↑ in efficiency.</li> <li>↑ performance of provider base.</li> <li>↑ client satisfaction</li> <li>↑ public awareness of provision</li> <li>↓ in duplication</li> </ul>	

<b>Outputs</b>	
<p>No. of provider members of the Confederation                  Amount of capacity building funded routed through the Confederation                  No. of evidence based cases made to the 'Investment and Target Group identifying gaps in provision                  No. of referral pathways between providers established and utilised                  No. of Partnership bids for funding made from Confederation members                  No. of events of benefit to members                  No. of Employer Accord vacancies filled by Confederation members</p>	
<b>Links to other work packages</b>	
<p>A – Passport / B – West London Performance Rating                  C – West London Investment and Target Group / G – Outreach linking front line staff                  H – West London Personal Advice Offer / I – Building Employability Pathways</p>	
<b>Risks</b>	
<p>Time constraints Becomes talking shop.                  Disagreements as to SLA standards.                  Constrains regarding referral and eligibility for provision.*                  Perception that current structures act against cooperation. *                  Risks creating competitive advantage for members – so membership must be granted on fair and open basis. Poor quality will discredit the brand.                  Self interest from providers may act against honesty in flagging up concerns – or in sharing good practice.</p>	
<b>Constraints</b>	
<p>Parallel processes with LEST Guidance &amp; Brokerage Confederation must be followed to avoid duplication/confusion.</p>	
<b>Existing Projects</b>	
<p>Brentin2Work Provider Forum (approx 60 active members, quarterly meetings, sharing of vacancies, referrals, staff training, information updates and website).                  Brent Employer Forum (one member from the Provider Forum attends this)                  H&amp;F Networks IAG Networks                  LEST Guidance &amp; Brokerage Confederation</p>	
<b>Milestones</b>	<b>Timeline</b>
Desk research into existing forums	October 07
Input / influence development of LEST Brokerage	Oct – Jan 08
West London Guidance, Skills & Brokerage Work Packages Business case	Feb 08
Research on capacity building measures; what exists, where and how to align – to be taken forward as priority of Investment and Target Group	Jan 08
Commence scoping Package <ul style="list-style-type: none"> <li>- including consultation exercise on need/benefits</li> <li>- proposal of structure</li> <li>- Governance</li> <li>- Consider virtual/physical nature of confederation</li> <li>- Mechanisms to feed up from the Confederation, Learning Network and WLEROG to Investment and Target Group</li> </ul>	February 08
<b>Approach</b>	
<p>Support procured to develop Confederation offer and build membership. Employability Pathways (built in work Package I) take forward the objective of the Confederation to develop personalised routeways and increase cross referrals. Confederation could be built up from Brentin2Work Provider Forum and Employability Pathways providers. To work closely with LEST Brokerage in terms of approach and complementing their offer.</p>	

## 4.6 Work Package E: Business Partner Programme

<b>Board Advisor:</b> Surinder Arora (Arora)	
<b>Description of Intervention</b>	
<b>Creation of a Business Partner programme with volunteers from local employers that will:</b> <ul style="list-style-type: none"> <li>• Provide coaching &amp; support to Provider's Management and Delivery Staff</li> <li>• Provide mentoring to support residents through the routeway to sustainable work.</li> </ul>	
<b>Strategic Fit</b>	
<b>Vision</b>	<b>Need for Change</b>
Coherence Effectiveness Sustainable	<ul style="list-style-type: none"> <li>• <b>A supply led system with disjointed employer engagement</b></li> </ul>
<b>Benefits</b>	
<ul style="list-style-type: none"> <li>• Increases Provider's awareness of employer needs through improved contact between businesses and providers.</li> <li>• Provides direct support to improve knowledge of Provider's workforce.</li> <li>• Provides additional targeted support for residents - e.g. preparing for interviews; moving between training provision.</li> </ul>	
<b>Core elements of intervention</b>	
Provide management and leadership support/coaching by West London businesses to Provider's Manager.	
Provide employability and recruitment skills support by West London Businesses to Provider delivery staff and directly to beneficiaries (in a group setting brokered by providers).	
Produce a strategy to ensure that the programme becomes sustainable after initial set up (proposed route is for JCP Employment Team to take forward coordination and matching role).	
Develop a Guide to support a business and provider through the Partner Programme.	
Collate material/case studies developed through the Partner Programme for dissemination through the Confederation.	
<b>Optional elements of intervention</b>	
Building of particular courses specific to the business partners recruitment needs.	
<b>Outcomes</b>	
<ul style="list-style-type: none"> <li>↑ employer input into provision (demand led).</li> <li>↑ performance and capacity of provider base.</li> <li>↑ in no. of successful outcomes (employment or qualifications).</li> </ul>	
<b>Outputs</b>	
No. of WLW Board Businesses Partnered	
No. of non Board businesses Partnered	
No. of Providers Partnered	
No. of residents supported (through group sessions brokered by Providers)	
<b>Links to other work packages</b>	
A – WLW Passport (employer facing)	
D – West London Guidance, Skills & Brokerage Confederation	
F – Business Client Management	
H – West London Personal Advice Offer	
<b>Risks</b>	
Lack of interest from business.	
Lack of structure and not linked to provision being delivered.	
Lack of impact of mentoring if staff not empowered to change.	

<p>Inappropriate mgt. and leadership advice being provided by Businesses to provider (need to check how the London Challenge programme overcame this)                  Communications risk where Providers feel patronised.                  Unsustainable.                  High risk of 1-1 coaching of residents.                  Advice not at level appropriate for provider.                  Restricted to providers funded by a particular funder.</p>	
<b>Constraints</b>	
Time available from employers.	
<b>Existing Projects</b>	
BITC Employer Accord Employer Partnerships (Brent) Park Royal LDA Area Programme Business to Business mentoring Working Ventures UK London Challenge London Leadership Strategy Mgt & Leadership programme £1000 grants Harrow and Hillingdon have large employer networks who might be encouraged to join in.	
<b>Milestones</b>	<b>Timeline</b>
Business Partner programme Work Package Business case	Jan 08
Specification drafted for model - pilot	Jan 08
Grant application process	Jan 08 – Feb 08
Contract Awarded	Feb 08
<b>Approach</b>	
Contract out as a grant funded project	

## 4.7 Work Package F: Business Client Management

<b>Board Advisor:</b> Mike Wood (Hammersmith & Fulham PCT)	
<b>Description of Intervention</b>	
<p><b>Big business client management tool, that:</b></p> <ul style="list-style-type: none"> <li>• Shares information of the headline employer agreements and engagement made by JCP, LSC, Local Authorities and LDA</li> <li>• Establishes a mechanism for maximising employer agreements in the local area and disseminating to local providers (building on Employer Accord)</li> <li>• Informs the provider base of the timetable of recruitment opportunities and the required skills for these vacancies</li> </ul>	
<b>Strategic Fit</b>	
<b>Vision</b>	<b>Need for Change</b>
Coherence Effectiveness	<ul style="list-style-type: none"> <li>• Multiple and confused points of contact for residents and employers</li> <li>• <b>A supply led system with disjointed employer engagement</b></li> <li>• Lack of coordination in the provision and planning of services</li> </ul>
<b>Benefits</b>	
<ul style="list-style-type: none"> <li>• Opens doors for local providers to big businesses and national chains</li> <li>• Increases the variety of ways that employers engage – e.g. from working with LSC on apprenticeships to offering guaranteed interview to adults.</li> <li>• Increases the number of businesses in West London signed up to the Employer Accord/Employment Partnerships</li> <li>• Increases Provider's ability to develop demand led training</li> <li>• Supports and promotes the Business Partner work package.</li> </ul>	
<b>Core elements of intervention</b>	
Ongoing collation of national, regional, subregional, and borough 'pledges' into a single point of access for West London's Guidance, Skills and Brokerage organisations via the Confederation.	
Personal follow up by a West London representative to any employer signing up to a 'pledge' to identify the mechanism as to how this commitment can be rolled out across West London. Results shared across Confederation members. [Employer Accord link]	
Posting of timetable of recruitment opportunities from these businesses to be available to Confederation members.	
Commitment from 6 West London boroughs to pilot guarantee interviews to applicants from local recruitment and retention providers with the aim of becoming signed up members of the Employer Accord / Employment Partnerships.	
Formalise LA Pledges through the LAA process.	
Mapping significant employer links made by Boroughs, LSC, JCP, West London Business, and LDA and identifying those that can be referred to Employer Accord/Employer Partnership teams.	
Identify big businesses (<250 employees?) that are not currently engaging with Boroughs, LSC, JCP, WLB, LDA and establish initial contact with target to sign up to Employer Accord or Employment Partnerships.	
Establishing ongoing systems to record new significant employer links and changes to those already recorded.	
<b>Optional elements of intervention</b>	
NA	
<b>Outcomes</b>	
<ul style="list-style-type: none"> <li>↑ no. of vacancies advertised through JCP / W London provider base.</li> <li>↑ no. of businesses engaging with provision that aims to decrease worklessness.</li> </ul>	

<p>↑ in ratio of no. subbed to vacancies filled.                  ↑ in demand led provision.                  ↑ retention in jobs                  ↑ in businesses involved in the business partner programme</p>	
<b>Outputs</b>	
Inf. from LSC, JCP, LA and LDA collected into a single point	
No. of pledged jobs filled via West London providers [monitored by providers]	
No. of employer relationships expanded so that they engage with an additional 'employment and skills product'. [if optional element taken forward]	
<b>Links to other work packages</b>	
<p>D – West London Guidance, Skills &amp; Brokerage Confederation                  A – West London Working Passport [if used to disseminate information on pledges]                  E – Business Partner Programme                  I – Building Employability Pathways</p>	
<b>Risks</b>	
<p>Data becomes outdated.                  Difficulties of obtaining regular updated information on pledges (particularly from national initiatives in particular).*                  If sharing employer contacts with other agencies:                      Risk of unsolicited calls to the employer without going through the contact 'owner'.                      Damaging initial relationship if poor service provided from linked Agency.                  Similarity to other initiatives</p>	
<b>Existing Projects</b>	
<p>Skills Pledges/Job Pledges                  Employer Accord                  Big business engagement                  S106                  NEP Construction Employment Accelerator</p>	
<b>Constraints</b>	
<p>Dissemination of information to providers dependent on establishment of the Confederation.                  Identify how the Jobs Pledge will be monitored by DWP and request a West London cut of evaluation stats is provided.</p>	
<b>Milestones</b>	<b>Timeline</b>
Client Management Programme Work Package Business case	Feb 08
Collating information on business engagement	Feb – Mar 08
Develop protocol for engagement & communication	Mar 08
Pilot Client Management Programme	Mar 08
<b>Approach</b>	
<p>Closely linked to the Confederation as can be used as a membership benefit. Employability Pathways will help ensure that the provider base can provide the pre-employment training required from Employers. Recommend that actions required become part of the JD of an existing Consortium staff member. Working Group to take forward business facing work packages (E &amp; F). Proposed membership: 6 boroughs; Employer Accord; West London Business; JCP Employer Engagement Team. Link to businesses is a benefit for Confederation members. Utilise Employer Accord and Employer Partnership staff.</p>	

## 4.8 Work Package G: Outreach linking front line staff

<b>Board Advisor:</b> Gareth Daniel (LB Brent)	
<b>Description of Intervention</b>	
Outreach that links frontline staff delivering other public and third sector services with employment and skills provision: <ul style="list-style-type: none"> <li>• Building on the West London Homelessness Employment Link Project</li> <li>• Delivering to providers of public services that workless people access: Housing, Children's Services, Social Care, GP's, Sport &amp; Leisure facilities, Registered Social Landlords, Probation</li> <li>• Delivering to third sector organisations that engage workless residents</li> <li>• Facilitating co-location of IAG providers with deliverers of public services/community groups</li> </ul>	
<b>Strategic Fit</b>	
<b>Vision</b>	<b>Need for Change</b>
Transform Effectiveness	<ul style="list-style-type: none"> <li>• <b>Multiple and confused points of contact for residents and employers</b></li> <li>• Lack of personalised customer focused provision with few referrals between providers and no system that can track or support an individuals progress through the routeway</li> </ul>
<b>Benefits</b>	
<ul style="list-style-type: none"> <li>• Uses other services to increase the reach of the employment and skills system</li> <li>• Reduces silo working and increases personalisation for the resident by promoting employment and skills objectives within wider services</li> </ul>	
<b>Core elements of intervention</b>	
Provide Public sector and 3 <sup>rd</sup> sector organisations with the information required to enable them to make accurate recommendations to their clients for employability and skills support.	
Physical face to face training for providers of public services and third sector organisations that engage residents.	
Creation of IT tools that disseminate information to staff (aim to deliver this through the West London Working Directory)	
Establish an efficient and effective referral protocol where staff broker the first contact between employability and skills support providers and the individual they are referring.	
Working with Service Providers at a Management level to gain commitment that their organisation will discuss employability options with their clients, and make referrals as appropriate to supporting guidance, skills, and brokerage services.	
Co-ordination across West London of collocation of IAG providers with other service providers (e.g. Housing, Children's Services, Social Care, GP's, Registered Social Landlords, Probation).	
<b>Optional elements of intervention</b>	
Local Authorities set targets for referral from services (outside of their economic regeneration departments) to advice, skills, guidance and brokerage provision. Supported through the Local Area Agreement route.	
Public Sector & 3 <sup>rd</sup> Sector Organisations referring staff track the outcome of their referral through WLW Passport.	
<b>Outcomes</b>	
<ul style="list-style-type: none"> <li>↑ in no. of people accessing services.</li> <li>↑ in joined up services.</li> <li>↓ in time invested by providers in fragmented outreach activity.</li> </ul>	
<b>Outputs</b>	
<ul style="list-style-type: none"> <li>No. of services linking with skills and employment services.</li> <li>No. of employees from other frontline services receiving training on how to refer to and discuss employability with their clients.</li> </ul>	

<p>No. of referrals to employability service providers.                  No. of colocated IAG providers.                  No. of hits on West London Working directory.</p>	
<p><b>Links to other work packages</b></p>	
<p>A – West London Working Passport                  B – Performance Rating                  E – Business Partner                  I – Building Employability Pathways</p>	
<p><b>Risks</b></p>	
<p>Places additional burdens on wider public service providers – will require additional resource, and significant good will. Will not be their area of prime focus - cannot rely on to deliver without funding                  High volume of departments and services that could potentially be targeted.                  Difficulties of gaining commitment at Service Managerial level to roll out, heightened by high staff turnover.                  Lack in buy in from elected representatives.                  Difficulties in formalising commitment at sub regional rather than local level.                  Danger of creating demand that cannot be met by current employability providers.                  No requirement for local authorities or health services under legislation to refer clients to employability services. *                  Reliant on adequate provision to refer to (contingency - providers of other services will need to be guided by the performance rating in the same way as users and commissioners.)</p>	
<p><b>Constraints</b></p>	
<p>No formal targets for other Services to participate in this, other than high level objectives.                  Requires accurate WLW Directory to ease referral. Would benefit from e-referral process. *</p>	
<p><b>Existing Projects</b></p>	
<p>W London HELP Housing Needs project                  Expert Patient Programme</p>	
<b>Milestones</b>	<b>Timescale</b>
Outreach work package business case	Feb 08
Propose for inclusion in ESF Autumn prospectus	Sep 07
Consultation & Alignment across Boroughs	Dec 07
Prioritise rollout of services that have West London infrastructure	Jan 08
Scope feasibility and reach	Jan 08
Agree Approach at Board	Feb 08
Tender for additional projects (if not covered through ESF)	Mar 08
<b>Approach</b>	
<p>Aim to maximise aligned funding available through ESF co-financing rounds, with supplementary contracting through DAF.</p>	

## 4.9 Work Package H: West London Personal Advice Offer

<b>Board Advisor:</b> Chris Hayes (JobcentrePlus)	
<b>Description of Intervention</b>	
<p>Delivery of a scale of support to guide a resident through the routeway to sustainable work</p> <ul style="list-style-type: none"> <li>• Implementation of a West London wide Personal Advice Offer with customised support provided to hardest to help.</li> <li>• Access to Information, Advice and Guidance for all workless residents to help them improve their skills and find work.</li> <li>• Requirement for services to provide handover IAG using a common Gateway Assessment Referral Tool.</li> <li>• Builds on the Multi Agency Skills Team (MAST) Routeway Brokers concept.</li> </ul>	
<b>Strategic Fit</b>	
<b>Vision</b>	<b>Need for Change</b>
<p>Transform Coherence Effectiveness Structure</p>	<ul style="list-style-type: none"> <li>• <b>Multiple and confused points of contact for residents and employers</b></li> <li>• Lack of personalised customer focused provision with few referrals between providers and no system that can track or support an individuals progress through the routeway</li> </ul>
<b>Benefits</b>	
<ul style="list-style-type: none"> <li>• Ensures that IAG providers refer to the full range of available provision</li> <li>• Increases the number of people IAG providers are funded to help</li> <li>• Increases the number of right first time referrals</li> <li>• Reduces the number of people who drop out of provision before getting a job</li> <li>• Joins up Provision and increases a Provider's responsibility throughout the route to work</li> </ul>	
<b>Core elements of intervention</b>	
<p>Piloting of innovative methods of personal support to increase the number of people that achieve their goal, i.e. to reduce drop out and churn.</p>	
<p>Support made available to hard to help</p>	
<p>Providers to identify at risk 'hardest to help' clients and refer for Personal Advice support.</p>	
<p>Personal Advice Support service to be accessed by Providers if a 'hardest to help' client drops out of their intervention.</p>	
<p>Personal support to facilitate link to other support services e.g. health housing etc.</p>	
<p>Create West London Gateway Assessment Process referral tool for use at different stages of the route to work.</p>	
<p>Providers required to undertake an IAG session, using the West London common Gateway Assessment tool' with all beneficiaries prior to their forecast leaving date and facilitate the link to their next intervention.</p>	
<b>Optional elements of intervention</b>	
<p>Provision of dedicated Routeway Advisors to support movement between interventions and ensure that Providers utilise the Gateway Assessment Tool.</p>	
<b>Outcomes</b>	
<ul style="list-style-type: none"> <li>• ↑ the number of people receiving information, advice and guidance</li> <li>• ↑ the number of right first time referrals</li> <li>• ↑ in no. of successful outcomes (employment or qualifications)</li> <li>• ↑ in sustainability in work</li> <li>• ↑ in client satisfaction levels</li> </ul>	
<b>Outputs</b>	

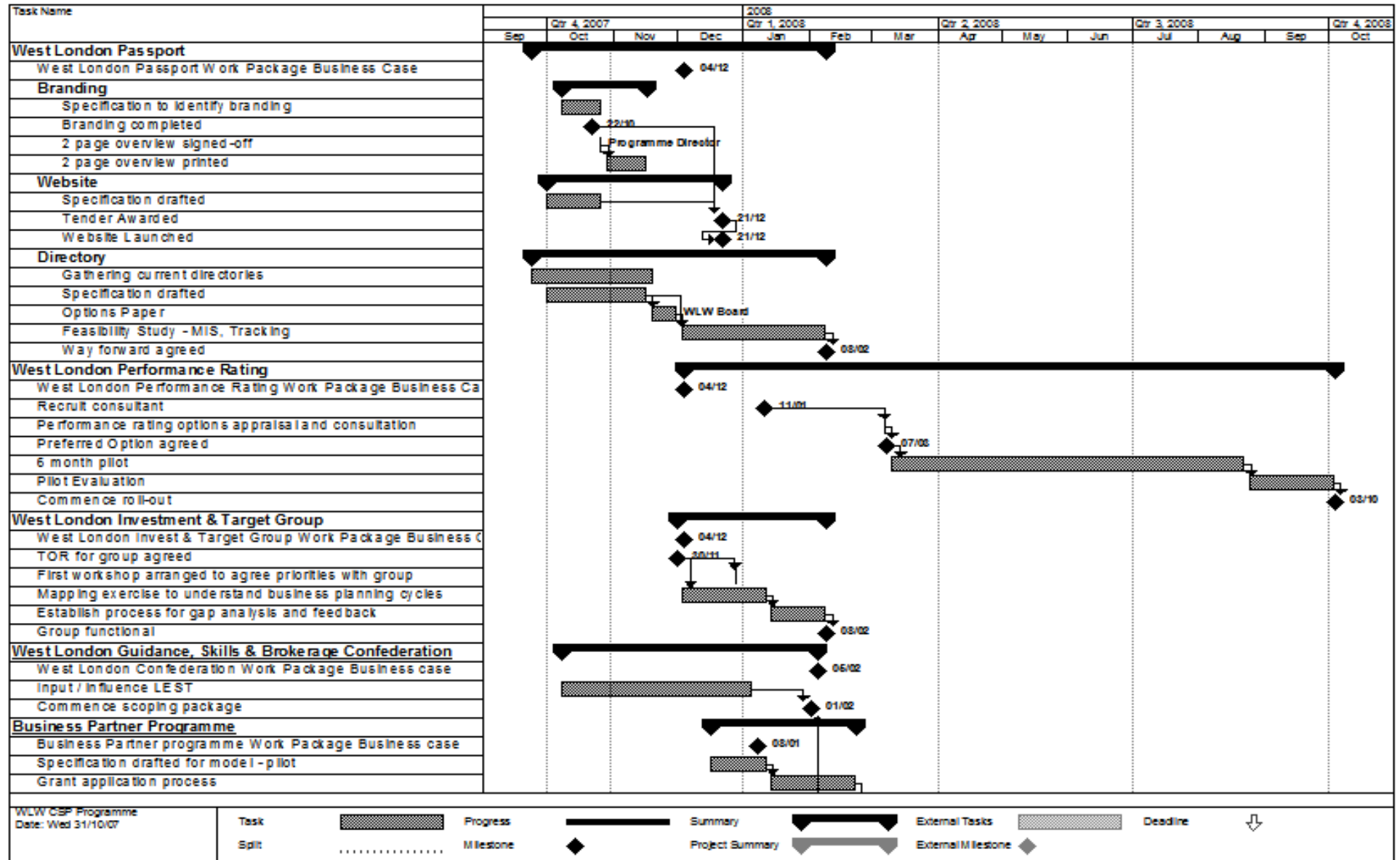
<p>No. of people receiving advice.                  No. of residents supported by the PA service                  No. of people re-engaged after having dropped out of an intervention                  Increase in the referral to qualification and referral to job rates.                  No. of Providers using the West London Gateway Assessment Referral tool</p>	
<p><b>Links to other work packages</b></p>	
<p>A – West London Working Passport                  B – West London Performance Rating                  D –Guidance, Skills and Brokerage Confederation                  E - Business Partner                  G – Outreach</p>	
<p><b>Risks</b></p>	
<p>Low take up and usage of the gateway assessment process, providers will not implement IAG on leaving and handover of clients.                  Reliant on adequate provision to refer to.                  Part dependent on performance rating                  Skills Coaching model in pilot stage so no formal evaluation is yet available                  Not enough qualified or experienced IAG advisors available to fill demand / Lack of appropriately experienced Personal Advisors                  Provider staff turnover means no consistency of support to resident.                  Lack of capacity in VCS/other support services.                  Duplication with Skills coaching and Pathways and ND Personal Advisors.</p>	
<p><b>Constraints</b></p>	
<p>Ongoing funding will need to be secured for this if proven to work.</p>	
<p><b>Existing Projects</b></p>	
<p>Next Step / Skills Coaching                  Learn Direct / Leitch Implementation Plan                  Reaching Out – IAG Opp funded project / New Deal Personal Advisors / Employment and Childcare Advisors</p>	
<b>Milestones</b>	<b>Timeline</b>
West London Personal Advice Offer work package presented to Board.	February 08
Desk research, analysis & consultation on reach and effectiveness of current Personal Advice and IAG services.	October to January 08
Specification of Personal Advice Offer	January 08
Tender	February 08
<p><b>Approach</b></p>	
<p>To align Autumn ESF funding where possible to the delivery of Personal Information, Advice &amp; guidance to West London residents. To develop detailed tender specification to fill remaining gaps in provision.</p>	

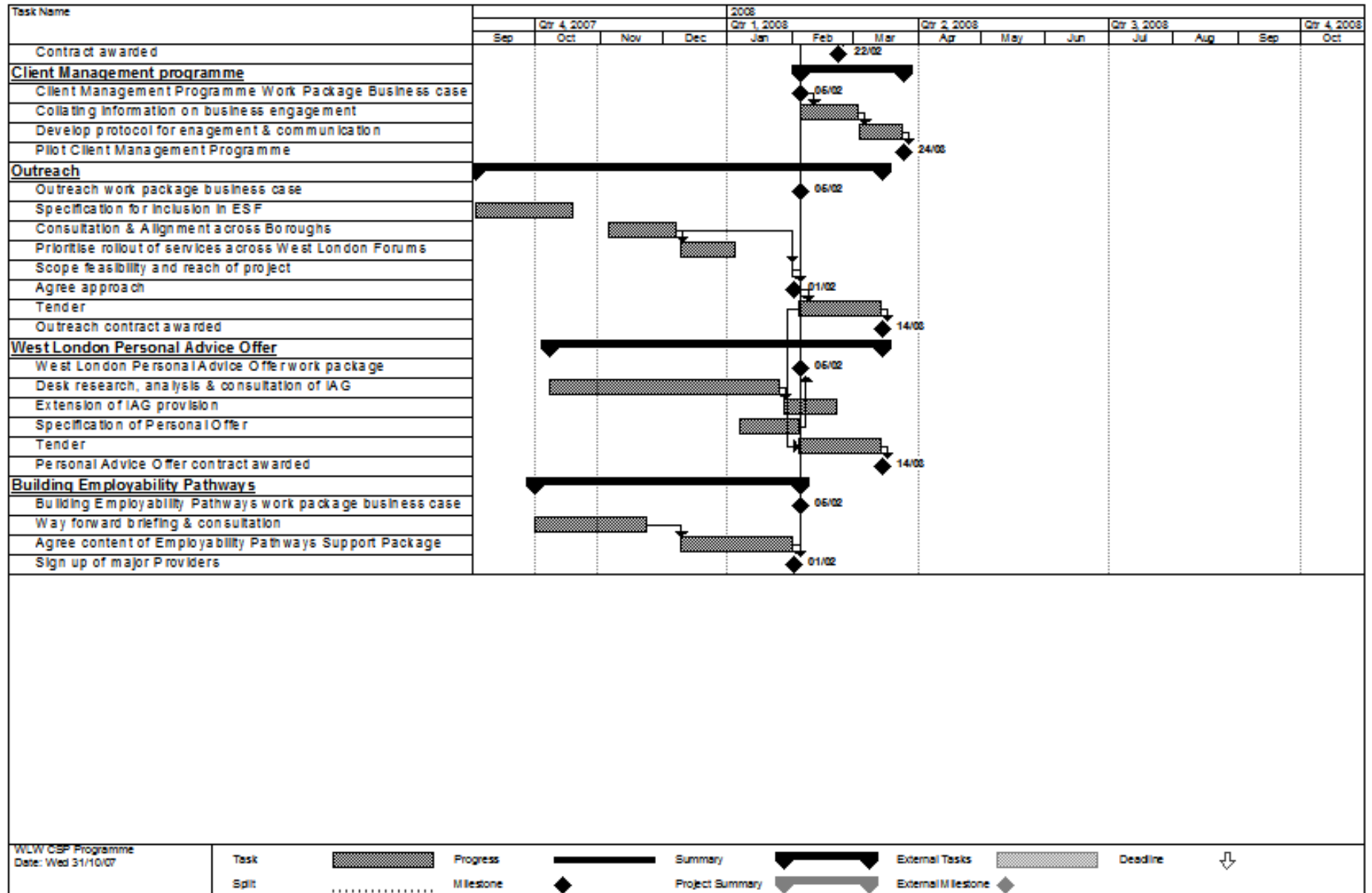
## 4.10 Work Package I: Building Employability Pathways

<b>Board Advisor:</b> Philippa Langton (Learning & Skills Council)	
<b>Description of Intervention</b>	
<p><b>Building Employability Pathways to support West London residents move from learning to sustainable employment:</b></p> <ul style="list-style-type: none"> <li>• Builds on the London Multi Agency Skills Team's (MAST) Employability Demonstration Pilots</li> <li>• Develops an integrated skills and employment system</li> <li>• Increases College and other Major Learning Provider's emphasis on employability</li> <li>• Integrates other providers of Skills &amp; Employment provision with College's and Major Learning Providers</li> </ul>	
<b>Strategic Fit</b>	
<b>Vision</b>	<b>Need for Change</b>
Coherence Effectiveness	<ul style="list-style-type: none"> <li>• A supply led system with disjointed employer engagement</li> <li>• <b>Lack of personalised customer focused provision with few referrals between providers and no system that can track or support an individuals progress through the routeway</b></li> </ul>
<b>Benefits</b>	
<ul style="list-style-type: none"> <li>• Increases the number of leavers from Learning provision that gain employment.</li> <li>• Improves the personalisation of provision.</li> <li>• Best utilises existing provision by joining up skilled leavers with employment support services.</li> </ul>	
<b>Core elements of intervention</b>	
Creation of Employability Pathways in West London with major providers of learning at their nucleus	
Employability Pathways to be shaped by the needs of West London residents and employers.	
Delivery of support package to facilitate the Building & Implementation of Employability Pathways between different funded projects and services.	
Training of funder's Project Managers to enable them to sustain and support existing Pathways and promote & create new Employability Pathways.	
<b>Optional elements of intervention</b>	
Flexible Bespoke Pathway Building Fund to fill gaps in Pathways not catered for within existing provision.	
<b>Outcomes</b>	
<ul style="list-style-type: none"> <li>↑ in employment.</li> <li>↑ in sustainable employment.</li> <li>↑ in robustness of supply chain.</li> <li>↑ in efficiency by joining up and better use of existing provision.</li> <li>↓ Length of time spent not in employment or training.</li> </ul>	
<b>Outputs</b>	
<p>Networks of employability, advice and skills providers established with major providers of learning as focal point.</p> <p>Employability Demonstration Pilot established at each West London FE College.</p>	
<b>Links to other work packages</b>	
<p>A – West London Working Passport</p> <p>D –Guidance, Skills and Brokerage Confederation</p> <p>H – West London Personal Advice Offer</p>	
<b>Risks</b>	
<p>Current West London CONWL pilot is small scale with 40 students involved.</p> <p>No evaluation as to effectiveness of pilots as too early in their implementation.</p>	

<p>Colleges cannot obtain information on leaver destinations from PAYE via JCP.*                  Colleges do not want to engage.                  Challenge of changing culture in colleges                  College job targets not implemented.*</p>	
<p><b>Existing Projects</b></p>	
<p>FE Colleges now requirements for tracking                  MAST Employability Demonstration Pilots and consultancy support.                  Supports objectives if Leitch Implementation Plan and Welfare Reform Green Paper.                  Local Employment Partnerships</p>	
<b>Milestones</b>	<b>Timeline</b>
Building Employability Pathways work package business case to Board	February 08
Way forward briefing & consultation	October to December 07
Agree content of Employability Pathways Support Package	February 08
Sign up of major providers of learning	February 08
<p><b>Approach</b></p>	
<p>LSC and LDA funds are supporting initial consultation and development of the Building Employability Pathways Support package. Additional LSC ring fenced funding, and possibly further DAF funding, will enable the implementation of the 'Building Employability Pathways' support package. The working group will assess the need for the optional element of this work package - Flexible Pathway Building Bespoke funding to fill gaps in Employability Pathways.</p>	

Annex 1 Supplement to Chapter 3.0: Summary of Milestones





**West London Working Business Plan Chapter 3.0 continued:****3c Employer Engagement**

West London Working believes that there is a need to better understand the recruitment and skills requirements of employers so that local services are better geared to meet these needs and our work is informed to ensure it is truly demand led. For this reason, we feel that employers must be at the heart of everything we do. This will be achieved by employers adopting key roles throughout all aspects of the Pathfinder, including:

- **Providing leadership and direction to the Consortium.** Employers will adopt a central role in the Pathfinder. Our Strategic Board is employer led, to ensure that all activity is demand-led and fit for purpose. The Strategic Board will be the driving force behind the Pathfinder, taking responsibility for:
  - providing leadership;
  - co-ordinating activity across West London (e.g. aligning targets and resources);
  - overseeing and monitoring delivery of the West London Business Plan; and
  - reporting to DWP and stakeholders on the delivery of the Business Plan<sup>22</sup>.

West London Working values the role of the Strategic Board whose members provide strong leadership and a fresh perspective to this arena. There is a good understanding of employer's needs and real experience of working with public sector provision, both as a deliverer or funder of these and as a user of services. Board members can also facilitate design and development of activities, for example our employer engagement modelling work where TfL is being used as a test bed for interventions.

Members of the Strategic Board have been recruited, and held their inaugural meeting in January 2007. Members include:

Mike Clasper	Interim Chair of West London Working Strategic Board	
Surinder Arora	Chairman	Arora International
Avis Charles	Managing Director	Avis Charles Associates
Gareth Daniel	Chief Executive	London Borough of Brent (for WLA)
Tony Douglas	Chief Executive	BAA Heathrow
Sir Roy Gardner	Chairman	Compass plc
Mark Gilks	Chief Executive	London Borough of Hounslow (for WLA)
Chris Hayes	Director for London	Jobcentre Plus
David Hughes	Regional Director	LSC London
Manny Lewis	Chief Executive	LDA
Duncan Mitchell	Vice President & Managing Director	Cisco Systems UK & Ireland
Ashley Steel	Head of Government Infrastructure	KPMG
Valerie Todd	Managing Director, Group Services	Transport for London

<sup>22</sup> Draft Terms of Reference for the Strategic Board can be found at Appendix 8.

Mike Wood

Chief Executive

Hammersmith & Fulham Primary Care Trust  
(for West London Primary Care Trusts)

- **As a direct customer of local recruitment/job brokerage and training services.** Training, recruitment and job brokerage must meet the needs of employers to be effective at providing local residents access to jobs. When designing activities the Consortium will address the need to move away from a supply led system with disjointed employer engagement and will develop specific actions to strengthen employer engagement in this area and ensure that existing services better meet their needs.
- **As a provider of job opportunities for West London residents.** It is imperative that West London Working effectively engages with employers in order to secure their buy-in to Pathfinder objectives and secure a wider pool of job opportunities for local residents. Again, specific actions will be designed to address this.
- **As a source of local knowledge and intelligence.** We appreciate that employers are in a unique position in the labour market and will be able to provide an insight and perceptions regarding the appropriateness and effectiveness of existing services to their needs. We plan to consult with employers through an advisory working group to provide diverse employer input to our programme design and development. Further information on the consultative working groups is provided in section 5a (Consultation).
- **As a member of local communities.** Employers are vital members of local communities, providing jobs and services to people who live and work in local areas of West London. As such, we aim to encourage employers to develop a workforce that is more reflective of the often diverse local population and customer base. We will promote to employers the benefits of employing local residents, including:
  - flexibility and loyalty;
  - lower cost through expanding recruitment pool;
  - better understanding of the local community - leading to changes in employers' perception of the value and productivity of local residents; and
  - improved local standing.

We recognise that a number of employers may lack sufficient capacity and resources to successfully tap into some of West London's talent pool that is currently underused. West London Working will work with its partners, including 'Diversity Works for London' to deliver advice and information to employers, and assist with Human Resource processes (e.g. CV screening or ensuring diversity and equality is recognised) so that employers can and do offer jobs to local residents. However the CSP will not act to replace dysfunctional HR departments.

### 3c.1 Engagement with the Business Commission on Race Equality

West London Working has been invited to participate in the work of the Business Commission, to help highlight the progress indicators and levers for change to encourage employers to take a more proactive and open approach to the recruitment of ethnic minority residents. We share their ambition and feel that we are particularly well placed to contribute given our employer-led approach to the Pathfinder.

Initial West London Working evaluation findings have been shared with the Business Commission, and we will continue to share our data to ensure a clear baseline for monitoring and targeting interventions is secured.

The Business Commission is nearing the end of its work and set out its conclusions in a letter to the Chancellor of the Exchequer in March 2007. A full report will be delivered in June 2007. Further discussions will be held with West London Working, and the Business Commission's summary recommendations will be reviewed.

Further work will be undertaken by West London Working and the Business Commission to begin to identify key sectors where maximum impact can be secured through intervention, and the differing characteristics of these sectors will be further analysed to inform the planning of interventions and setting of targets.

The role of the West London Working Strategic Board will be key to informing the direction of ongoing engagement with the Business Commission.

### **3d Voluntary and Community Sector Engagement**

We fully recognise the significant contribution the Voluntary and Community Sector (VCS) makes to assist the most vulnerable and marginalised people improve their quality of life. The VCS reflects diverse communities and is an important partner in supporting the statutory sector meet its commitments of ensuring equality of access to services, especially for those furthest away from help. Please refer to VCS focus groups in section 3b.1iv (page 32).

In terms of its engagement in West London Working, the VCS assumes a range of roles, representing a wide target group and providing an extensive variety of services. We believe the main roles are as follows:

- **As a participant.** West London Network, the network body for over 3,000 voluntary and community groups in West London, is a participant of the Consortium. As the leading VCS representative, West London Network has a number of established mechanisms to support its direct engagement with the sector, including its number of Forums and thematic Networks and hosting annual conferences. Building on these arrangements in place, the organisation will regularly feed into the Strategic Board meeting and ensure VCS interests, experiences and views are clearly represented.
- **As an employer.** In its own right, the VCS is a significant employer, with an estimated 6,000 VCS organisations in West London employing around 20,000 paid staff, or 3% of the West London workforce<sup>23</sup>. In addition there are around 140,000 volunteers in West London, many of whom are people using volunteering as a first step towards employment. We will therefore engage with the VCS in all aspects of development and delivery of our programme.

<sup>23</sup> West London VCS Annual Conference, 2003.

- **As a provider of services.** The VCS has undertaken an increasing role in the delivery of public services, particularly providing information, advice and guidance services and supporting vulnerable and isolated individuals in the community for which training, advice, outreach, and help getting in to employment are notable service areas. We will seek to include the VCS in our engagement with service providers, in order to inform the design and delivery of the Pathfinder.
- **As a source of knowledge and expertise.** VCS organisations play an important role in directly supporting many people who face multiple barriers to employment. Many of these organisations are small and often work on the frontline, at the heart of many local disadvantaged communities. As such they have a direct understanding and experience of current and pressing issues faced by many people who are workless; indeed those people whom West London Working seeks to provide support and engagement. Therefore, the VCS is an invaluable source of expertise and knowledge that we wish to access and fully engage.
- **As a point of access for people who are workless.** There are 194,000 workless people in West London. A high number of this group look after the home, including lone parents and families with one earner. Existing evidence suggests that the current employment system does not adequately reach these groups, particularly those who are economically inactive and do not claim benefits. Representing the most disadvantaged and communicating through their established chain of contact and trust with isolated communities, the VCS is well placed to represent the range of views of people who may not be engaged in the system. We will hold exploratory thematic workshops (as successfully undertaken in Ealing in March 2006) and cross-cutting focus groups with local VCS providers.

With fewer funding opportunities available, many VCS organisations are struggling to cope in an increasingly competitive market, faced with complex tendering processes and more rigorous reporting procedures. We therefore recognise that the VCS needs support to flourish in this environment if it is to continue to play an active and ongoing role and sustain its services.

### 3e Targets

In 2005/06, approximately 142,000 residents claimed a working age benefit in West London<sup>24</sup>. Over 85,000 children of these residents are estimated to live in poverty, equivalent to 0.6 children per claimant.

In 2005/06, over 18,000 of West London residents claiming a working age benefit moved into work. This equates to a job entry rate of 13% (or 1 in 8 people) and provides a baseline position for West London Working<sup>25</sup>.

<sup>24</sup> Claimant data, Department for Work and Pensions, 2006.

<sup>25</sup> Jobcentre Plus performance data.

Job entry rates in London tend to be lower than those found elsewhere in Britain. We expect that the changes proposed by West London Working will increase performance to levels that are more in line with current national benchmarks. More specifically, we feel that it is realistic to aim to increase West London job entry rates from 13% to 14% - in line with the national average job entry rate achieved by Jobcentre Plus Districts in Britain. Such an increase in performance will lead to an extra 1,720 West London residents in work per year or an extra 8,600 residents in work by 2012. Assuming that there are 0.6 children per extra person in employment, our targets for the City Strategy Pathfinder are to:

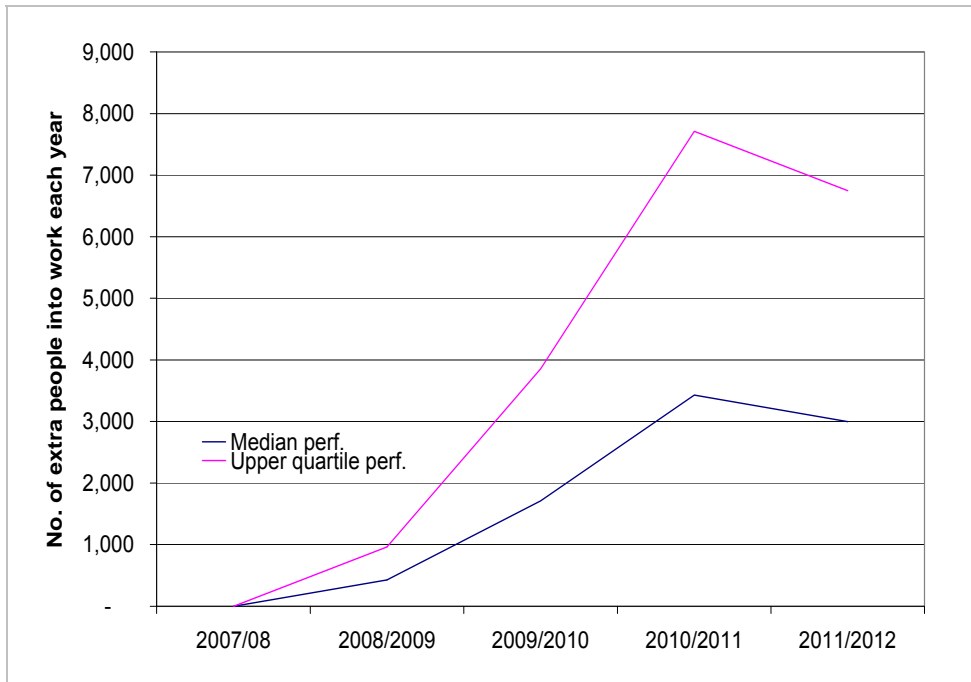
- increase the number of residents in employment by an extra 8,600 people by 2012; and
- make an additional 5,160 children better off by 2012 because their parents move into sustainable employment.

If services are successful in helping 1 in 3 residents into work, then an additional 25,800 residents will need to be accessed by services to move an extra 8,600 residents into employment. If current performance levels are maintained, where 1 in 8 people are supported into work, then an extra 69,000 West London residents will need to be accessed by services to help an additional 8,600 workless residents into employment.

We recognise that the Pathfinder requires a programme of change management, in which new ways of (and attitudes to) joint working need to be established. As such, we feel that it would be unrealistic to expect the proposed changes to deliver an impact immediately or even in the short-term. Instead, we anticipate that the impact of change will only just start to be felt in the Pathfinder's second year of operation (2008/09) with more significant improvements flowing thereafter. The effectiveness of the CSP (in terms of service alignment and responsiveness to client need) will increase throughout the life of the programme. Through the refinement of services and engagement with residents and employers, a sustainable decline in worklessness is forecast. However, the rate of this decline will stabilise as those furthest from the labour market will require more time investment to assist them to secure employment. Figure 22 illustrates the general pattern of increases in the number of extra people helped into employment each year to 2012 if performance is increased to:

- the national average job entry rate (14%) – the targeted increase in performance adopted by West London Working; and
- the upper quartile job entry rate (15%) – the targeted increase in performance adopted by West London Working.

**Figure 22. Potential increases in the number of extra residents in work per year as a result of improved performance**



Source: LDA calculations

Figure 23 shows the general pattern of the number of extra residents in work per year for the two scenarios illustrated in Figure 22. Please note that these are intended to be indicative at this stage. The Strategic Board will be responsible for agreeing to final overall targets and their distribution over time.

**Figure 23. Incremental increases in the number of extra residents in employment, 2007-2012.**

	2007/08	2008/09	2009/10	2010/11	2011/12	Total
<b>Performance increase to the national average – West London Working targets</b>	-	450	1,300	2,570	4,300	8,600
Performance increase to the upper quartile – West London targets	-	960	2,890	5,780	9,640	19,280

Source: LDA calculations

The performance management systems of agencies responsible for employment and skills services are not currently set up to measure the impact of West London Working. The baseline analysis has identified the lack of a common performance management system in West London as an area of need and this will be addressed through the design of activities that will help us meet our vision.

## **Retention**

No specific objectives or targets are set for the number or proportion of people who retain or progress in work. Instead, there is an implicit assumption within the objectives above that more people will retain employment as a result of the Pathfinder. When we have introduced a Management Information System we will be in a position to look at options for capturing and measuring this data.

We have been undertaking preparatory work to benchmark retention targets and understand methods of reporting on progress towards targets. One third of New Deal clients are 'returners' to the New Deal. In 2005/06 Jobcentreplus reported the number of claimants who retained their jobs for 4 weeks. In West London 7586 jobs were retained out of a total of 20,078 job entries. This represents a 4 week retention rate of 37%. This data has not been collected since movement to the new JOT (Job Outcome Targets) in 2006/07.

DWP are currently investigating the issue of obtaining retention data and are working towards issuing a national target in April 2008. West London Working will continue to liaise with DWP to investigate methods of collecting retention data. As a starting point two options are being considered:

- Use of the Inland Revenue PAYE data to track movement of residents as they move out of work.
- Use of JCP data on the number of new claimants who have previously claimed benefits in the past 6 or 12 months.

West London Working will agree and set a retention target. Our focus will be on the use of high level retention data to measure the success of interventions by West London Working. We recognise the challenges of obtaining this data, much of which could be filtered through to the Pathfinder as much as 12 months after an individual's employment status changes and thus will only be suitable to be used to generically inform design.

## **3f Programme Budget**

### **3f.1 2006/07 Investment**

In 2006/07, more than £190 million was invested in employment and skills provision for West London. Most, if not all, of this funding is committed, as follows:

- at least £24 million is tied up in contracts established under specific funding programmes – such as the European Social Fund, the LDA's Opportunities Fund and the Area Programme - and for which it is too late for West London Working to influence;
- £14.6 million for mainstream programmes led by Jobcentre Plus are committed through existing contracts with providers, which vary in duration;
- LSC-funded provision is committed one or two years ahead, covering £133 million for Further Education, £9 million for work-based learning, and £7 million for adult and community learning;

- £1 million for Fair Cities, which is a dedicated pilot operating in Brent.

### 3f.2 Funding Alignment and Leverage

£2.3m 2007-09 funding from successful bids that have been generated through this business planning process have already been directed to support the West London Working vision and objectives. This gives a clear indication of the capacity and level of influence that West London Working has to align and direct future funding.

The West London Working Public Services Group will investigate all opportunities for joint or aligned commissioning and contracting, and identify appropriate enabling measures that are required to do this. It will review existing commitments and identify the degree of leverage that can occur through current delivery. Its remit will cover all major funding streams including New Deal, LSC and ESF funding.

In 2007/08 £1.4m of **Disadvantaged Area Funding** will be available to the Consortium. West London Working will be looking to use this funding to address the needs identified throughout the 'As Is' research and to help meet the recommendations that result during the design of strategies to help us meet the vision. The evidence that has been provided so far indicates a clear need to improve management information systems that currently support the structure of skills and employment provision. West London Working will investigate the use of DAF to facilitate this behind the scenes wiring of the system.

Employer engagement mapping, the work that is to be undertaken with TFL and existing demand led provision such as that delivered through Fair Cities and Brent in2Work, provide a framework for potential investment to support the provision and extension of demand led provision.

Disadvantaged Area Funding has been announced for 2008/09. It is envisaged that this will be at a similar value.

The Consortium will influence post tender negotiations for the **LDA** funded West London Area Programme (£10.9m from April 07 to March 09). This may include contractual requirements to provide information and to adhere to West London Working's management information, referral and tracking systems when these are in place.

West London Working has been closely involved in the procurement process for **Provider Led Pathways to Employment**. West London Working input to date has focused closely on the contracting arrangements for these to ensure adequate provisions are put in place to ensure alignment with the City Strategy pathfinder. We will seek to influence the process as to how the lead provider will engage with current service providers.

From 2007-13 London will receive £320m from the **European Social Fund**. London's co-financing organisations (JCP, LSC, LDA and London Councils) are planning to launch a

single regional joint funding prospectus in September 2007. We will ensure we maximise on the alignment of this funding to support West London Working's objectives.

### **3g Cross Cutting Themes Appraisal**

#### **3g.1 Diversity**

The West London population is characterised by its rich diversity yet particular groups of local residents are more likely to be without work than others. These groups include: lone parents; people from Black, Asian or minority ethnic (BAME) communities; workless parents who do not claim benefit in low-income, single earner households; and people with health problems or disabilities. These are the groups that West London Working plans to focus on initially. As such, the Pathfinder is specifically geared to develop a more diverse workforce across employers and to address current disparities in employment. This will be achieved by:

- strengthening existing work with employers to encourage them to recruit local residents, so that their workforce reflects the diversity of local communities;
- pooling information about current vacancies so that all local residents can access the same information;
- ensuring that activity developed and delivered by 'Diversity Works for London' is shared across agencies and organisations working with employers in West London;
- improving residents' access to work by making sure that information, advice and guidance and other referral services are located in places that priority groups live and frequent; and
- developing a more co-ordinated and integrated pathway that is tailored to individual needs to help more local residents progress towards and into work.

The diversity of the West London Working Board is detailed in section 4a.1. The make up of the Board reflects the diversity of the area.

#### **3g.2 Health**

Promoting healthy living and supporting those with health related problems represent significant areas of interest for the CSP and will be developed further in the development of work packages. Poor health is strongly correlated with worklessness<sup>26</sup>. In 2005/06, more than 56,900 people or 8% of the working age population claimed incapacity-related benefits<sup>27</sup>. As underlined in the recent DWP Welfare Reform Green Paper<sup>28</sup>, people on Incapacity Benefits (IB) face severe barriers to (re-) entering the workplace. After 2 years on Incapacity Benefits an individual is more likely to die or retire than to find a new job. In order to support this vulnerable target group, we will work closely with the voluntary and health sectors to establish a clear understanding of the major health issues that prevent IB claimants from working. The Chief Executive of the Hammersmith & Fulham Primary Care

<sup>26</sup> GLA Economics (2005) Working Paper 15: Worklessness in London – Explaining the differences between worklessness in London and the UK

<sup>27</sup> Incapacity Benefit and Severe Disablement Allowance

<sup>28</sup> A New Deal for Welfare: Empowering People to Work, 2006

Trust is a member of West London Working's Strategic Board and represents all West London Primary Care Trusts.

### **3g.3 Economic Growth**

To sustain a vibrant and flourishing economy in West London, businesses need to be able to grow and be successful. West London Working places employers at the heart of everything it does. The Pathfinder will be employer and demand-led, to drive improvements in the co-ordination and responsiveness of employment and training services so that they are more geared to meeting recruitment and skills needs and support local economic growth. Heathrow City Partnership, Brent in2Work and Park Royal Partnership provide good examples of this kind of approach, and on which West London Working seeks to build. The Pathfinder will also co-ordinate similar approaches to developments underway or planned to occur in West London, such as the retail development at White City.

### **3g.4 Regeneration**

Pockets of deprivation exist across West London. Local residents of these areas are more likely to:

- ▶ be without work than residents of other parts of the sub-region;
- ▶ experience multiple barriers to work; and
- ▶ not be in contact with mainstream employment and training services.

West London Working will provide targeted support and services in these areas to support people towards and into work, and reduce local deprivation. This approach will, over time, reduce the number of people claiming benefits – particularly inactive benefits such as Income Support and Incapacity Benefit – and reduce the incidence of child poverty in London. We believe that the Pathfinder provides an excellent opportunity to support ongoing regeneration activity by boosting both economic and social regeneration, in terms of inclusion and community development.

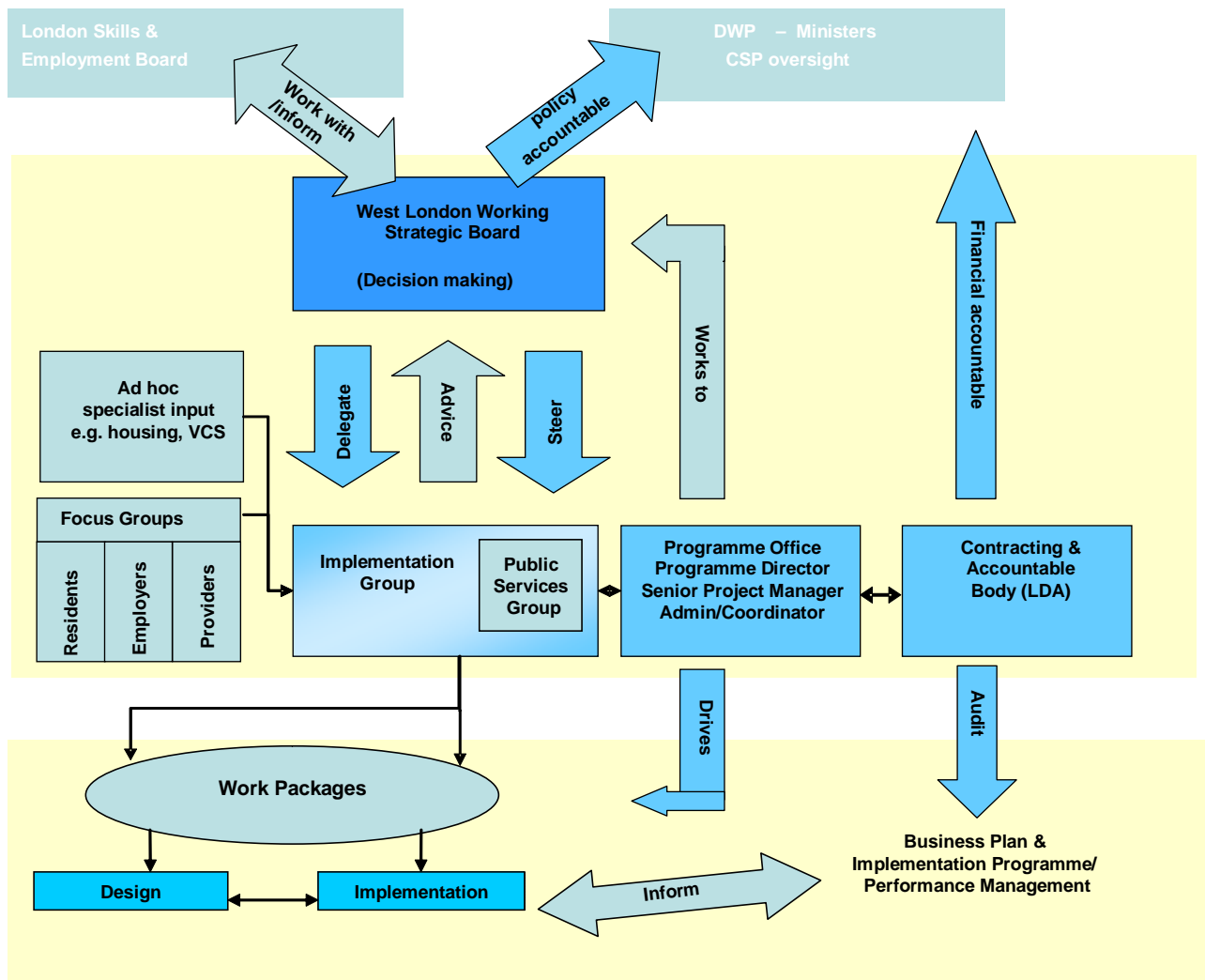
### **3g.5 Social Inclusion**

Tackling child poverty is one of the two overarching aims of the Pathfinder. Across the West London boroughs, there are a number of people without work who are more likely to live in poverty. West London Working presents a valuable and timely opportunity to help more people into work and contribute to reducing child poverty in London. The VCS is a key partner of the Consortium and will be fully integrated into our planning and implementation structures to ensure our work responds to the needs of isolated individuals who are at risk of social exclusion.

## 4.0 Governance and Management

Figure 24 details West London Working’s structure of governance.

Figure 24: West London Governance



### 4a.1 West London Working Strategic Board

The delivery of the City Strategy Pathfinder in West London will be overseen by the West London Working Strategic Board. The responsibilities of the Board, which meets ten times a year, will include:

- provide leadership to West London Working;
- approve the West London Working vision, strategic objectives and Business Plan;
- oversee and monitor delivery of the Business Plan, including performance against agreed objectives, targets and budgets;
- continuously ensure alignment with emerging policies and initiatives, and review and approve changes to the Business Plan as necessary;
- agree a Memorandum of Understanding to set out their role in the delivery of the Business Plan; and
- agree financial regulations and the delegated authority of the Programme Office.

The Board is employer led and comprises a majority of employers, and is Chaired by an Executive from the private sector. Details of Board members can be found in section 3b. The Strategic Board's Terms of Reference are at Appendix 8.

We have received diversity monitoring forms from the majority of Board Members, and will continue to collect those outstanding.

**Figure 25. Board Diversity**

<b>White</b>	
White British	8
<b>Asian or Asian British</b>	
Indian	1
<b>Black or Black British</b>	
Caribbean	2
African	1
<b>Male</b>	11
<b>Female</b>	3
<b>Age</b>	
35-44	4
45-54	7
55-64	1
<b>Disabled</b>	1

#### 4a.2 Contracting and Accountable Body

The London Development Agency (LDA) will be the contracting and accountable body for West London Working. As such, the LDA will be responsible for:

- coordination across the two London City Strategy pathfinders;
- supporting, monitoring and reviewing the implementation of West London Working activities and this business plan;

- the seed corn money from the Department for Work and Pensions to be paid to the Consortium to build its capacity and other resources secured by the Consortium for the purpose of delivering its programme;
- approving expenditure on the instructions of the Strategic Board for the Consortium subject to this being within the conditions under which the money was granted/allocated to the LDA by the Department for Work and Pensions;
- accounting to the Department and other funders for the money allocated to the Consortium for the programme, keeping full records and accounts of income and expenditure;
- entering into funding agreements with funding agencies and Providers on behalf of the Consortium;
- approving and submitting grant claims to funding agencies on behalf of the Consortium;
- receiving grant and paying it out to providers (or other funders who are Consortium members) maintaining full records;
- employing staff responsible for managing the delivery of the West London Working programme (known as the Programme Office); and
- providing personnel, training and other support to the Programme Office staff in the same way as their other employees. The LDA will provide a manager to be accountable for the welfare and development of the Programme Office staff.

Whilst it is acknowledged that the LDA holds the position of accountable and contracting body, risk will be shared amongst the public sector members of the board.

#### **4a.3 The Programme Office**

Three members of staff will be employed by the LDA using seedcorn funding in 2007/08 to form the Programme Office: a Programme Director, Senior Project Manager and Co-ordinator/Administrator. The Programme Director's salary will be underwritten by the LDA in 2008/09. We anticipate that partners will fund year 2 salaries for the Senior Project Manager and the Co-ordinator/ Administrator. The Programme Office will be based at the London Borough of Ealing. The Job Descriptions for the Programme Director and Senior Project Manager can be found in Appendix 9.

The role of the Programme Office is to:

- provide reports and information to enable the Board to develop and agree the Business plan, work packages and future strategy development for the CSP;
- implement the decisions of the Board;
- manage the implementation of CSP work package activity;
- manage the change programme; and
- establish and manage Focus and Advisory Groups, as appropriate.

#### 4a.4 Consortium Members

Collaboration of organisations participating in West London Working is key to realising the objectives of the programme. The nature of this collaboration is set out in a Memorandum of Understanding (MOU) agreed by board members. This MOU proposes that Consortium members agree to use their reasonable endeavours to:

- align their relevant policies and services/activities with the objectives of the Business Plan;
- where they are funders of relevant services to employers and residents, so far as is practicable align their relevant funding and resources with the objectives of the Business Plan;
- provide tangible support to the delivery of the Business Plan through co-operating with the Strategic Board and Programme Office staff and seeking to influence others to do so;
- communicate and champion the aims and objectives of West London Working within their own organisation and to others;
- share information, data, intelligence and learning with the West London Working Programme Office and other participant organisations (subject to any data protection rules or restrictions);
- collaborate with the Programme Office staff and other participants in initiatives to secure additional funds for West London Working; and
- where they are public sector members, develop enabling measures identified in the Business Plan and subsequent Implementation Planning with the Programme Office, deliver those within their own control, and support West London Working in securing others.

West London Alliance Boroughs of Brent, Ealing, Hammersmith and Fulham, Harrow, Hillingdon and Hounslow, Jobcentreplus, Learning and Skills Council, and London Development Agency are primary consortium members. Other organisations will be important participants in the Consortium and the Implementation Group on an as required basis. These include West London Network, West London Business, Primary Care Trusts in West London, Department for Work and Pensions, Further Education Colleges in West London and West London Strategic Housing Partnership.

#### 4a.5 Implementation Group

The Implementation Group's role is to deliver the vision and objectives of West London Working. It will respond to and inform the Board via the Programme Office. This group will be chaired by the Programme Director. The Implementation Group will:

- drive the design and implementation of activities;
- consider all activities and projects for recommendation to the Board;
- review the papers for the Board and provide feedback and guidance to the Programme Office regarding form and content;
- review progress against approved plans and suggest to the Programme Team revisions to the Board's strategy to achieve the desired objectives; and

- support the work of work package implementation groups.

Membership of the Implementation Group will be drawn from the Consortium, the Board, and the Programme Office.

#### **4a.6 Public Services Group**

The Public Services Group is a subset of the Implementation Group and is chaired by the Programme Director. The role of the Public Services Group is to:

- develop a strategy to align public funding targeted at reducing worklessness in West London;
- review committed expenditure and investigate as to how this could be better aligned;
- develop an aligned or joint commissioning strategy including a Joint Investment Plan; and
- provide specialised advice with respect to funding and commissioning to the Implementation Group.

The Public Services Group will include the Learning and Skills Council, JobcentrePlus, London Development Agency and a Local Authority representative. Public Services Group members will also attend the Implementation Group.

#### **4b Programme Management**

Management of the design, implementation, and delivery of interventions to support the vision and objectives of West London Working will be overseen by the Programme Director using a robust project and change management methodology and Performance Management Framework, see draft in Appendix 10. This framework will:

- determine a common set of principles (governing priorities, targeting and information sharing) to be adopted by all service providers;
- determine protocols for the reporting of stakeholder activity to the Project Manager each quarter;
- determine Key Performance Indicators (KPIs) on the overall performance of the Pathfinder; and
- track quantitative and qualitative targets for service re-design and individual resident progression in line with West London Working's objectives.

Reporting to the DWP by the Programme Director, in consultation with the Chair of the Strategic Board will be managed as follows:

- building in compliance to Department for Work and Pensions requirements (including coverage of outputs, outcomes and expenditure) for the City Strategy Pathfinder;
- regular updates on overall progress (on activity, spend and progress towards objectives) to be submitted to the Department;

- regular dialogue on strategic development, through Departmental representation in the Consortium; and
- incorporate the Department's national evaluation strategy into the Pathfinder's local evaluation.

#### **4c Performance and Financial Management**

The following types of information will be monitored by the Consortium when systems are in place:

- i. Macroeconomic information - To provide an overview of the economic conditions in the area and idea of the overall impact of the programme outputs.
- ii. Measurements and milestones of product and process changes and the outcomes of these changes.
- iii. Expenditure on West London Working activity.
- iv. The lessons learnt and information from the evaluations of the Pathfinder for wider sharing with other Pathfinder areas, plus Consortium member agencies and organisations.

This information will be provided by partner organisations (in line with the Memorandum of Understanding) and by service providers.

The Programme Office will provide dedicated support to West London Working, and as such will develop and implement effective systems and procedures to monitor and measure progress and achievements during the lifetime of the CSP. This team will also be the central point through which best practice will be shared, not only amongst the 6 Boroughs, but also more widely via the London Development Agency, for the benefit of the other London CSP (East and South East London) and other London boroughs not participating in the CSPs.

Information will be provided to and collated by the Programme Office Team by service providers and partners, and KPI reports presented to the Implementation Group and Strategic Board each quarter along with Exception Reports which will identify and detail any underperformance. Remedial action will be determined by the Strategic Board and actioned via the Programme Office Team.

##### **4c.1 Performance and Financial Systems**

The LDA as contracting and accountable body will use its performance and financial IT tool 'Athena Projects' to monitor spend and outputs against profile, and progress against milestones. Athena Projects allows us to monitor at both programme (i.e. West London Working) and at individual project or activity level. Details of multiple interventions, grants or contracts can be set up against a single programme. It will be appropriate to use this system to monitor the use of Disadvantaged Area Fund (DAF) and CSP seedcorn funding. Where the LDA directly grants funds to service providers on behalf of the Consortium, our legal team will prepare Grant Funding Agreements that include a detailed specification and

requirement to complete a regular (monthly or quarterly) project progress report. Transfer of funding to other public bodies (e.g. JCP or LSC) for use on behalf of the Consortium will be supported by a Memorandum of Understanding.

Athena Projects can also be used to monitor the progress of interventions that do not have financial resource directly managed by the Consortium, but where the monitoring of progress towards milestones and outputs are integral to the implementation of this business plan.

#### 4c.2 Audit

The LDA, in common with the GLA and the Functional Bodies, is subject to the Local Authority financial regime and therefore subject to audit and inspection by the external auditor appointed by the Audit Commission. In the LDA's case, this is Baker Tilly.

The LDA internal audit service is provided under regulation 5 of the Accounts and Audit Regulations 1996. These regulations place the responsibility for maintaining an adequate and effective system of internal audit with the Agency.

The LDA therefore has discretion over the management arrangements for provision of its internal audit. The responsibility for the provision of an effective Internal Audit service is delegated to the Group Director Resources and Risk and the internal audit service supports him/her in carrying out their statutory duties under Section 127 of the Greater London Authority Act, 1999. The LDA currently outsources its internal audit service. From 2007/08 it will move to an inhouse/co-sourced arrangement.

The work of external audit and internal audit is overseen by the Resources, Risk & Audit Committee which is a full sub-committee of the Board and meets approximately 5 times a year.

On the project level the LDA requires all holders of grants with a lifetime spend of £50,000 or more to produce an annual audited statement of grant expenditure.

#### 4d Administrative Budget

Figure 26 sets out the draft administrative budget for West London Working.

**Figure 26. Administrative Budget (2006/07 – 2007/08).**

	Total 2006/07	Total 2007/08	Total All Years
<b>Staffing</b>			
Programme Director	-	103,200	<b>103,200</b>
Senior Project Manager	-	58,050	<b>58,050</b>
Admin/Coordinator	-	32,250	<b>32,250</b>
Recruitment	-	-	<b>0</b>
Training/conferences	-	4,000	<b>4,000</b>
Travel/expenses	-	2,400	<b>2,400</b>
<b>Sub-total</b>	-	<b>199,900</b>	<b>199,900</b>

	Total 2006/07	Total 2007/08	Total All Years
<b>Office</b>			
Rent and Utilities	-	-	-
IT & telephones	-	-	-
Equipment	-	-	-
Communications	-	5,100	5,100
Office Supplies	-	-	-
Furniture	-	-	-
<b>Sub-total</b>	<b>-</b>	<b>5,100</b>	<b>5,100</b>
<b>Programme</b>			
Evaluation	-	15,000	15,000
Consultancy	55,655	44,345	100,000
Board / meetings	-	-	-
<b>Sub-total</b>	<b>55,655</b>	<b>59,345</b>	<b>115,000</b>
<b>Total</b>	<b>£ 55,655</b>	<b>£ 264,345</b>	<b>£ 320,000</b>

As referred to in section 4a.3 the majority of seedcorn funding will support a 3 person Programme Office. The Programme Director's salary will be underwritten by the LDA in 2008/09. We anticipate that partners will fund year 2 salaries for the Senior Project Manager and the Co-ordinator/ Administrator.

#### 4e Risk Management

Figure 27 provides an initial high level risk assessment for West London Working. This assessment will be further developed using the LDA's Risk Profiling IT tool 'Athena Risk'. Within Athena Risk, the Programme Office working with the contracting and accountable body, will log all the risks identified and profile these according to a traffic light symbol (red, amber or green). Risks will be logged on a programme level, and also against each recommended activity or project. A key output from Athena Risk will be an action plan on the next steps for managing risks, or an indication as to whether further analysis is required. Interventions that have been identified as having a high level of risk will be further appraised and if necessary curtailed.

**Figure 27. Risk register for West London Working.**

	Risk Category	Description of risk	Impact	Mitigation	RAG
1	H	Enabling measures requested not granted by central government	Inability to be radical and innovative Commitment of partners reduced/eliminated	Active engagement with DWP to progress requests and where not granted, seek alternative approach	
2	H	Lack of funding for interventions due to non-release of funding by partners	Unable to deliver to target due to lack of funds	Analysis of partner funding and identification of funds Appropriate enabling measures requested	
3	H	Funding from DWP (seedcorn and DAF) not released in time to spend appropriately	Loss of funding Loss of opportunity Achievement of targets compromised	Decision from DWP required urgently – Consortium to chase actively for resolution	
4	H	Lack of resource from consortium members to support the design of ‘to be’ activities.	Plan does not progress and implementation deadlines are missed.	Ensure buy in from consortium and have strong leadership from the board. Good communication to ensure dedication of appropriate level of resources.	
5	H	Not all consortium members engage in the transformational change recommended during the visioning stage.	Disjointed and compromised approach to change.	Led by the Board consortium members buy in to and feel part of the recommended changes. Ongoing consultation ensures filtering through to all levels of consortium and provider organisations.	
6	M	Project Requires strong leadership and supporting structure	Without this focussed drive the programme could stall.	Engage dedicated project team who can drive activity and ensure alignment with other local initiatives	
7	M	‘To be’ mapping is incomplete and does not provide a strong enough platform on which to design the ‘to be’.	To Be visioning is not based upon sufficient evidence and wrong assumptions are made. Delay in moving onto the visioning stage and in implementing change.	Adequate preparation and analysis of the evidence base is completed prior to design of interventions. Proposed activities are subjected to a period of validation by the consortium.	
8	M	Lack of momentum due to time required to establish systems and processes	Loss of interest by partners Targets not achieved	Milestone interventions and stagger roll out	
9	M	Priority for City Strategy Pathfinders diminished due to change of government commitment and priorities	Reduced support for City Strategy Pathfinder. As a consequence, lack of support/participation by partners	Keep abreast of changes with DWP and maintain communication channels	
10	M	Loss of focus due to various competing/ complementary initiatives	Resource wrongly assigned Resourcing pressures on partners	Ensure clarity between various targets achieved and sustained	

Risk categories are: Unacceptable (U); High (H); Medium (M); and Low (L). RAG: Red = Mitigating actions not sufficient to manage risk; Amber = Mitigating actions likely to meet risk, but needs careful review; Green = Mitigations expected to meet risk

## 5.0 Consultation, Communications and Learning

Consultation and communications represent two essential features of West London Working. We are committed to ensuring that the Pathfinder is fully supported through meaningful dialogue, awareness and consensus amongst its stakeholders and we are confident that embedding robust arrangements for consultation and communication are imperative to realising our core principles of strong partnership working. Equally significant is the need for the process to be both reflective and constructive where learning and identification of successful elements are consolidated and extended to wider audiences in order to share good practices and so extend the impact.

### 5a Consultation

We are clear that input and engagement from our stakeholders is fundamental to the success of West London Working. This is because the respective views and experiences of our key stakeholders will be vital to build on existing knowledge and skills, to inform and refine the programme's development, and to ensure it is appropriate and achievable.

We recognise that we are working with a diverse group of stakeholders who each hold different interests and characteristics. As such, the focus and nature of consultation will vary according to which stakeholders we engage with, as follows:

- **Employers**

There is unanimous agreement that employers are central to developing and implementing West London Working. Indeed, it is our intention that the Pathfinder will be driven by our employer led Strategic Board that includes employers from the private, public and not for profit sectors. In addition, we will engage with a wider range of Pan London employers, as further outlined in section 5b, which we intend to use as an opportunity to actively involve employers in planning and implementation of the Pathfinder.

- **Service providers**

To support our vision of creating a more cohesive approach to service delivery, it is vital for us to draw heavily on service providers from across the voluntary, private and public sectors including individual resident advisory groups and private sector recruitment agencies. This stakeholder group is very diverse and we are in the process of agreeing lead responsibility within the Strategic Board for engagement and consultation. Consultation with service providers will be consolidated through a series of planned networking events, as detailed in section 5b, which will enable interactive and constructive dialogue with this stakeholder group, focused on thematic areas.

- **People who are workless**

The Pathfinder aims to support more people into sustainable employment to improve the quality of life for local communities and reduce child poverty. We need to ensure all the local people will benefit from the development of the Pathfinder and want to ensure

we deliver actions that are responsive and relevant to local needs. We intend to provide ample opportunities for the purpose of consultation with this group to ensure that we take on board local priorities. We are in the process of confirming which agency is best placed to take the lead for engaging with this stakeholder group, as we are keen to ensure that there is a neutral lead to encourage more open dialogue.

- **Local community organisations, centres and groups**

As outlined in Section 3.4, the Voluntary and Community Sector (VCS) represents an important Pathfinder stakeholder. West London Network – as the main umbrella group for VCS organisations in West London and with established links to build a dialogue with contacts across the sector - is well placed to participate in the Consortium and provide engagement with the local VCS.

The Consortium also anticipates that the same type of stakeholders will be involved in the evaluation of West London Working. This is discussed further in Section 5d.

## 5b Communications

Communication is a vital tool that will underpin our practices. West London Working will develop a marketing and communications strategy setting out how we plan to raise awareness about the Pathfinder, provide updates on progress and developments, and to share lessons learned.

We understand that needs and interests of the various stakeholder groups will differ and so communications will need to be adapted to suit the intended audience(s). We intend to develop the following mix of methods to support our Communication with a wide range of stakeholders, particularly:

Method	Target Audience
West London Alliance News blog. With several hundred existing users, this news blog is currently in use, sharing information on West London activity with providers, businesses and public sector partners. The service is available on an ad hoc basis and will be used as a key tool to update on West London Working activity.	Employers Providers
Pan London Employer Engagement. It is intended to gather together interested employer organisations (such as Business in the Community and London First) to engage them, and their members, more actively in the planning for implementation of the Pathfinder. This will involve enlisting participation in various work package activity, as well as planning how best going forward to utilise existing and new forums to promote the work of West London Working and garner support and participation.	Employers
Small networking events. A number of small, niche networking groups will be established to engage key organisations involved in the delivery of some of West London Working actions. The events will be used as an opportunity to share information and thinking about how best to develop West London Working, specifically with the invited audience in mind. including the VCS, academic partners, and also those involved	Employers Providers Consortium

Method	Target Audience
with housing and benefits. These niche groups will be invited to engage, find out and also learn from the Pathfinder and its activities. The first workshop is scheduled to take place on 19 December 2006 with representatives from the Health sector, including West London Primary Care Trusts and Regeneration Officers from West London Alliance Boroughs.	members
Staff Development Workshops. It is proposed that key West London Working partners with responsibility for delivery will each run a series of staff development workshops to ensure staff capability and understanding of West London Working and its objectives is maximised, and individual learning needs identified.	Consortium members  Programme Office

## 5c Learning

West London Working offers significant potential to delivering vital lessons on the way in which service delivery is shaped, co-ordinated and managed. We are keen that the process we undertake for the Pathfinder is as constructive as possible, where we maximise on opportunities for constant reflection, learning and improvement.

We have set ourselves a challenging agenda, and it is not our intention to work in isolation. On the contrary, we wish to work closely with stakeholders and interested partners, groups and individuals to ensure we share our learning with as wide an audience possible. We propose a range of different mechanisms to identify the most successful elements of the Pathfinder which can be adopted and tailored according to the circumstances at play. Our methods for learning will include:

- Quarterly seminars for the two London Pathfinders which will be hosted by the LDA, inviting representatives from the 22 remaining non-Pathfinder London boroughs to provide opportunities for joint learning and scrutiny/advice and to update colleagues on progress and developments.
- Drawing on the internal LDA Pathfinder team which is leading on the co-ordination of both London Pathfinders. The LDA has taken responsibility to ensure that learning between East and West London Pathfinders is maximised and shared.
- Active participation in thematic workshops between all Pathfinder areas will be sought in order to ensure that our activities are fully joined up and mutually supportive, rather than overlapping.
- Ongoing review of performance, and evaluation which will form an important part of our programme to ensure that opportunities for assessment and review are fully embedded in to our working practices and culture (see Section 5d. for more details).
- Cross-cutting network groups will be established, and a schedule of engagement created to align with the West London Working work packages and their timetables and outputs. These network groups will provide an opportunity to gather ideas and

suggestions as to how services can be improved further to better meet the needs of employers and local residents.

It is our intention that through providing regular opportunities for dialogue and reflection, we will build trust and share learning, advice and best practice with a wider audience. The Programme Director will be responsible for the day-to-day delivery of the planned programme of activities, ensuring that West London Working learns from these successful elements, and set out how this will happen in practice.

## **5d Review and Evaluation**

Discussions have taken place with DWP Evaluation lead in Sheffield, and advice is awaited as to how alignment with central DWP evaluation activity can best be achieved. In addition, the Pathfinder will seek to evaluate project and partner performance locally, and this will be developed during the Implementation Planning stage.

We understand that DWP has agreed to provide funding for consultancy support to work up the evaluation. We welcome this support and plan to develop the evaluation framework further, and share it with DWP once completed.

## 6.0 Next Steps

---

The Consortium is scheduled to complete the evidence building 'As Is' stage within the next 3 months. We are taking the first steps to facilitate the process of designing strategies to help us meet our vision. This in turn will lead to detailed planning for implementation of activities.

This Plan is submitted, with the agreement of DWP, as a working, living document that will be enhanced and refined over the coming months. Ongoing dialogue with the DWP Project Team will be maintained to ensure Ministers and DWP colleagues are aware of our progress.

If you have any questions on this Plan, please contact:

**Rebecca Shephard**

London Development Agency

Tel: 07976 081029

Email: [rebeccashephard@lda.gov.uk](mailto:rebeccashephard@lda.gov.uk)

**Ian Nichol**

West London Alliance

Tel: 020 8753 2787

Email: [ian.nichol@westlondonalliance.org](mailto:ian.nichol@westlondonalliance.org)

**Appendix 1: List of Boroughs and Wards covered by West London Working**

Boroughs	Wards
Brent	Barnhill
Brent	Brondesbury Park
Brent	Dollis Hill
Brent	Dudden Hill
Brent	Fryent
Brent	Harlesden
Brent	Kensal Green
Brent	Kenton
Brent	Kilburn
Brent	Mapesbury
Brent	Northwick Park
Brent	Preston
Brent	Queens Park
Brent	Queensbury
Brent	Stonebridge
Brent	Sudbury
Brent	Tokynton
Brent	Welsh Harp
Brent	Wembley Central
Brent	Willesden Green
Ealing	Acton Central
Ealing	Cleveland
Ealing	Dormers Wells
Ealing	Ealing Broadway

Boroughs	Wards
Ealing	Ealing Common
Ealing	East Acton
Ealing	Elthorne
Ealing	Greenford Broadway
Ealing	Greenford Green
Ealing	Hanger Hill
Ealing	Hobbayne
Ealing	Lady Margaret
Ealing	Northfield
Ealing	North Greenford
Ealing	Northolt Mandeville
Ealing	Northolt West End
Ealing	Norwood Green
Ealing	Perivale
Ealing	South Acton
Ealing	Southall Broadway
Ealing	Southall Green
Ealing	Southfield
Ealing	Walpole
Hammersmith and Fulham	Addison
Hammersmith and Fulham	Askew
Hammersmith and Fulham	Avonmore and Brook Green
Hammersmith and Fulham	College Park and Old Oak
Hammersmith and Fulham	Fulham Broadway
Hammersmith and Fulham	Fulham Reach
Hammersmith and Fulham	Hammersmith Broadway

Boroughs	Wards
Hammersmith and Fulham	Munster
Hammersmith and Fulham	North End
Hammersmith and Fulham	Palace Riverside
Hammersmith and Fulham	Parson Green and Walham
Hammersmith and Fulham	Ravescourt Park
Hammersmith and Fulham	Sands End
Hammersmith and Fulham	Shepherds Bush Green
Hammersmith and Fulham	Town
Hammersmith and Fulham	Wormholt and White City
Hammersmith and Fulham	Belmont
Hammersmith and Fulham	Canons
Hammersmith and Fulham	Edgware
Hammersmith and Fulham	Greenhill
Harrow	Harrow on the Hill
Harrow	Harrow Weald
Harrow	Hatch End
Harrow	Headstone North
Harrow	Headstone South
Harrow	Kenton East
Harrow	Marlborough
Harrow	Pinner
Harrow	Pinner South
Harrow	Queensbury
Harrow	Rayners Lane
Harrow	Roxbourne
Harrow	Roxeth

Boroughs	Wards
Harrow	Stanmore Park
Harrow	Wealdstone
Harrow	West Harrow
Hillingdon	Barnhill
Hillingdon	Botwell
Hillingdon	Brunel
Hillingdon	Cavendish
Hillingdon	Charville
Hillingdon	Eastcote and East Ruislip
Hillingdon	Harefield
Hillingdon	Heathrow Villages
Hillingdon	Hillingdon East
Hillingdon	Ickenham
Hillingdon	Manor
Hillingdon	Northwood
Hillingdon	Northwood Hills
Hillingdon	Pinkwell
Hillingdon	South Ruislip
Hillingdon	Townfield
Hillingdon	Uxbridge North
Hillingdon	Uxbridge South
Hillingdon	West Drayton
Hillingdon	West Ruislip
Hillingdon	Yeading
Hillingdon	Yiewsley
Hounslow	Bedfont

Boroughs	Wards
Hounslow	Brentford
Hounslow	Chiswick Homefields
Hounslow	Chiswick Riverside
Hounslow	Cranford
Hounslow	Feltham North
Hounslow	Feltham West
Hounslow	Hanworth
Hounslow	Hanworth Park
Hounslow	Heston Central
Hounslow	Heston East
Hounslow	Heston West
Hounslow	Hounslow Central
Hounslow	Hounslow Heath
Hounslow	Hounslow South
Hounslow	Hounslow West
Hounslow	Isleworth
Hounslow	Osterley and Spring Grove
Hounslow	Syon
Hounslow	Turnham Green

## Appendix 2: West London Wards with High Numbers of Residents who are without Work

Borough	Ward name	Total number of residents who are workless
Brent	Stonebridge	2,195
Brent	Harlesden	1,835
Brent	Kilburn	1,825
Ealing	Norwood Green	1,710
Hammersmith and Fulham	Wormholt and White City	1,510
Ealing	Northolt West End	1,495
Ealing	South Acton	1,335
Ealing	East Acton	1,335
Ealing	Dormers Wells	1,305
Brent	Willesden Green	1,295
Hammersmith and Fulham	Askew	1,290
Hammersmith and Fulham	Shepherd's Bush Green	1,270
Ealing	Greenford Broadway	1,245
Ealing	Northolt Mandeville	1,230
Hillingdon	Yeading	1,210
Brent	Barnhill	1,205
Brent	Kensal Green	1,180
Hillingdon	Townfield	1,165
Ealing	Acton Central	1,150
Brent	Mapesbury	1,150
Hounslow	Hanworth	1,145
Hammersmith and Fulham	Hammersmith Broadway	1,140

Borough	Ward name	Total number of residents who are workless
Hounslow	Brentford	1,110
Hillingdon	West Drayton	1,110
Hounslow	Feltham West	1,105
Hounslow	Cranford	1,105
Hounslow	Isleworth	1,090
Hounslow	Heston West	1,060
Ealing	Cleveland	1,050
Ealing	Hobbayne	1,030
Hillingdon	Yiewsley	1,010
Harrow	Roxbourne	995
Hammersmith and Fulham	North End	980
Hounslow	Syon	950
Hammersmith and Fulham	College Park and Old Oak	940
Hammersmith and Fulham	Addison	935
Hammersmith and Fulham	Fulham Broadway	910
Hammersmith and Fulham	Sands End	845
Hounslow	Bedfont	810
Hammersmith and Fulham	Avonmore and Brook Green	805
Hammersmith and Fulham	Fulham Reach	750

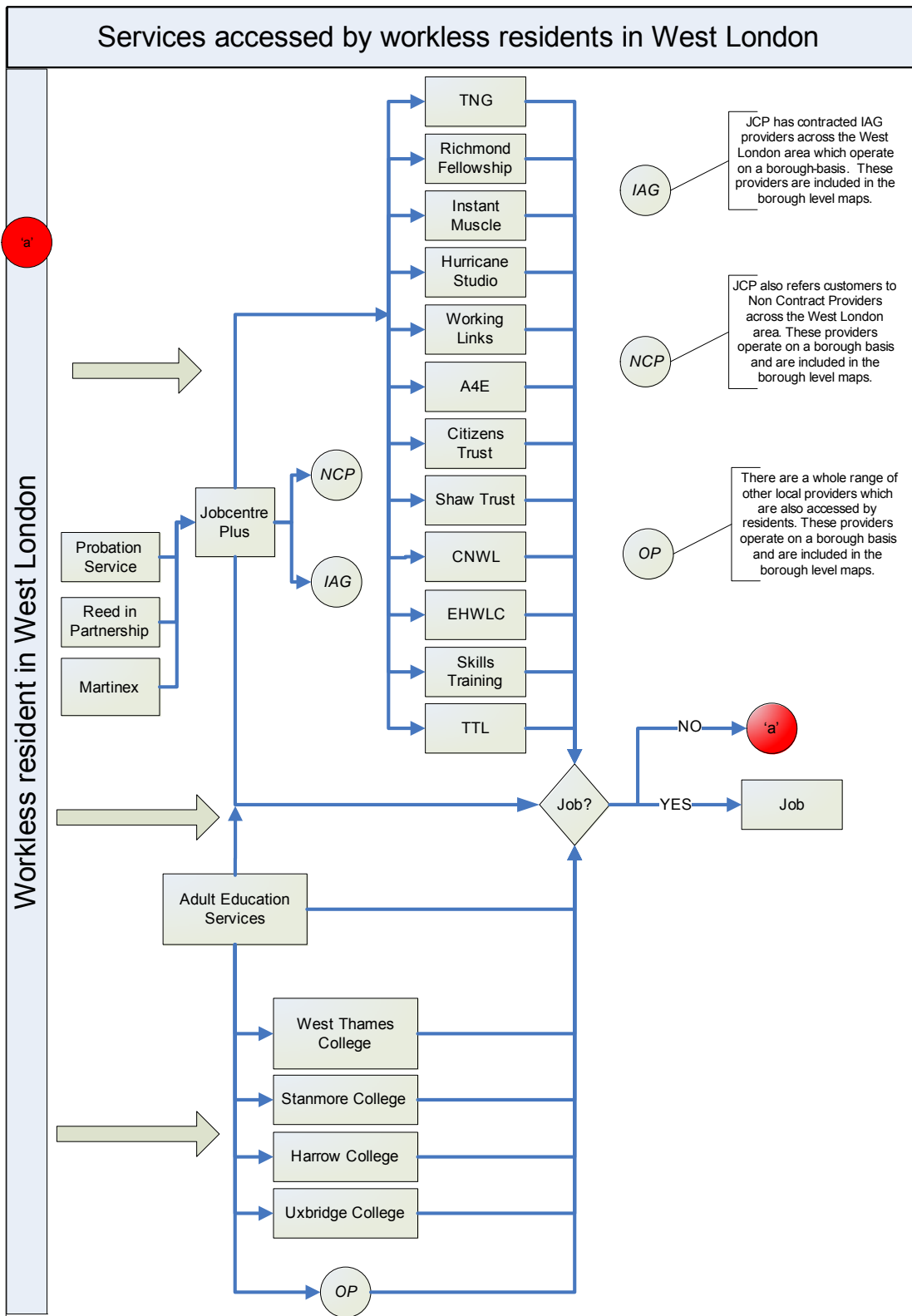
**Appendix 3: Outcome of Project Team Round Tables**

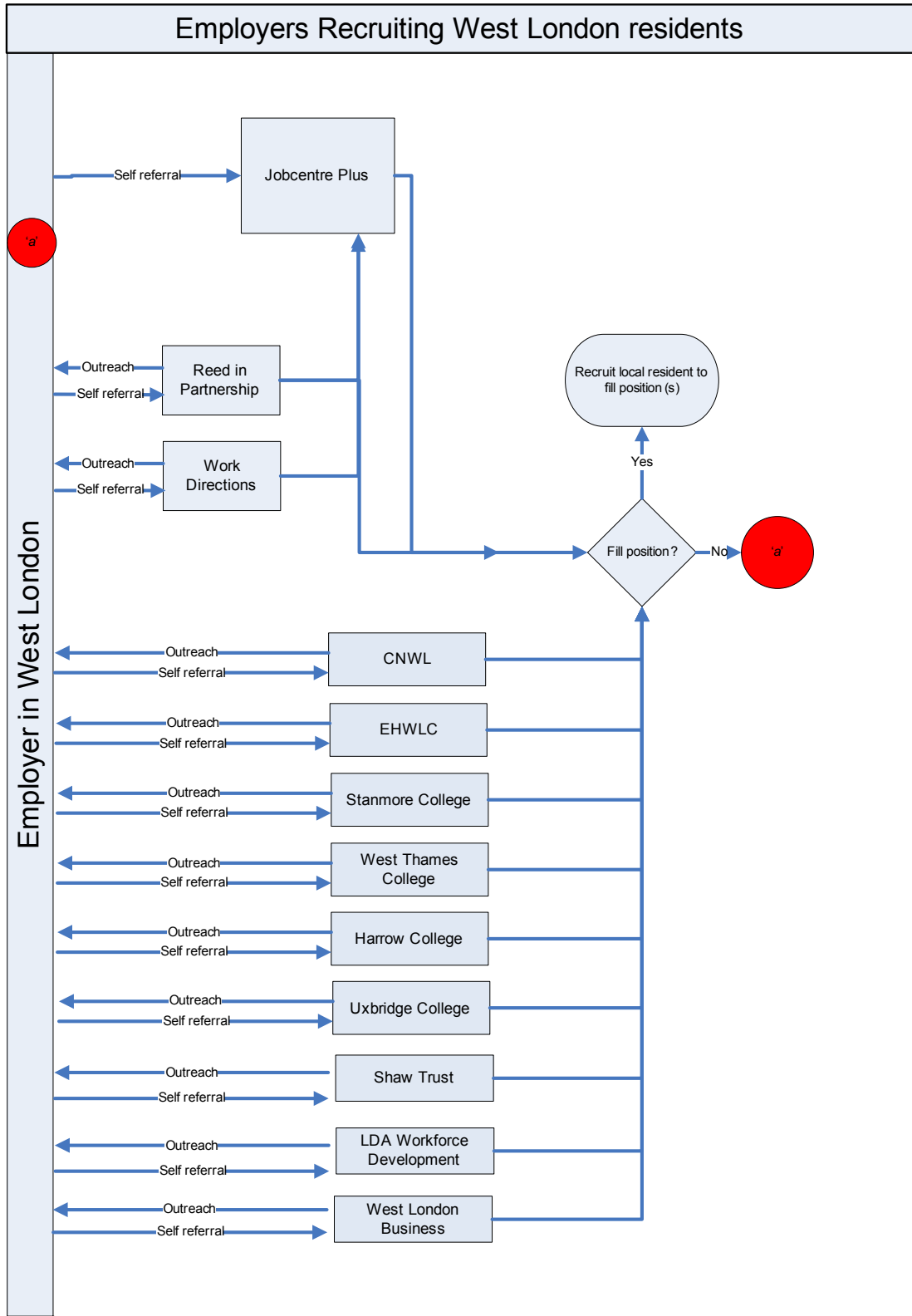
As Is		Visioning & Structural Transformation		To Be
Current Challenges	Further Detail of current challenges	Planned Change	Options to support change	Benefits
<b>Lack of coordination in the provision and planning of services.</b>	<ul style="list-style-type: none"> <li>Individual organisations use their own management information systems to determine how to allocate resource, measure performance and assess future needs. This leads to:                             <ul style="list-style-type: none"> <li>- duplication of resources;</li> <li>- difficulties in measuring and tracking a resident's progress into sustainable work.</li> </ul> </li> </ul>	West London Working will establish a management information infrastructure to support the more effective design and delivery of services in West London.	<ol style="list-style-type: none"> <li>Establish an Intelligence system and/or Observatory.</li> <li>Improve the quality and effectiveness of employability and work preparation support.</li> </ol>	<ul style="list-style-type: none"> <li>better aligned targets and resources to tackle worklessness and child poverty;</li> <li>more joint commissioning;</li> <li>redirected resources to fund Skills for Life provision that is more work-focused;</li> <li>more effective training that helps more people into work;</li> <li>improved intelligence on employers' and residents' needs;</li> <li>increased sharing of social and economic data between agencies and Local Authorities through a West London intelligence system.</li> </ul>
<b>A system that does not adequately incentivise service providers at all stages of intervention.</b>	<ul style="list-style-type: none"> <li>Competition for employers and residents amongst providers;</li> <li>Additional requirements on individual employers and residents to replicate information provided to different funders;</li> <li>Conflicts in priorities, approaches or targeting of employers and residents.</li> </ul>			<ul style="list-style-type: none"> <li>a seamless handover of employers and residents between service providers;</li> <li>less duplication in the information gathered from employers and residents.</li> </ul>
<b>No central quality and performance management system.</b>	<ul style="list-style-type: none"> <li>Little is known about the comparative effectiveness of the support available or the extent to which it meets employers' or residents' needs;</li> <li>Inadequate information to measure and manage the overall performance and productivity of the investments being made in services in West London.</li> </ul>			<ul style="list-style-type: none"> <li>improved awareness of the full range of services available in West London</li> <li>better understanding of what comprises effective employability and work preparation provision;</li> <li>better understanding of existing provision and its fit with employers' and residents' need;</li> <li>management information on cost, efficiency and effectiveness of the investments being made by partners.</li> </ul>

As Is		Visioning & Structural Transformation		To Be
	Further Detail of current challenges	Planned Change	Options to support change	Benefits
<b>Lack of personalised customer focused provision.</b>	<ul style="list-style-type: none"> <li>While there is a considerable volume of employment &amp; skills provision available for West London employers &amp; residents, links between different types of provision tend to be weak;</li> <li>Few referrals between providers with no system that can track or support an individuals progress through the routeway;</li> <li>Referral agencies do not routinely follow-up residents to ensure that they attend and complete the support and progress towards work.</li> </ul>	<ul style="list-style-type: none"> <li>West London Working will improve the co-ordination, coverage and responsiveness/ effectiveness of services to address the barriers faced by employers and residents who are workless and better meet their needs, to facilitate local recruitment and sustainable employment.</li> </ul>	<ol style="list-style-type: none"> <li>1. Establish a Customer Relationship Management system for residents.</li> <li>2. Establish a key support worker scheme</li> <li>3. Share service information.</li> </ol>	<ul style="list-style-type: none"> <li>a more seamless and integrated offer of support for employers and local residents;</li> <li>better follow-up to ensure that residents attend provision to which they are referred;</li> <li>better tracking of residents towards and into work;</li> <li>fewer residents who fall between services on their journey to work;</li> <li>more residents attending provision to which they were referred.</li> </ul>
<b>Multiple and confused points of contact for residents.</b>	<ul style="list-style-type: none"> <li>In 2005 approximately 194,000 residents were without work in West London, many of whom looked after their family or home and who account for significant levels of child poverty;</li> <li>Current employment and skills provision does not adequately reach these residents, particularly those who are economically inactive and/or do not claim benefits.</li> </ul>	<ul style="list-style-type: none"> <li>West London Working will create joined-up, culturally sensitive outreach services that increase the number and breadth of local residents assisted (particularly those who are not currently engaged with the system) by improving the co-ordination and development of existing services.</li> </ul>	<ol style="list-style-type: none"> <li>1. Target &amp; extend outreach (resident engagement) services.</li> <li>2. Enhance information, advice and guidance services.</li> </ol>	<ul style="list-style-type: none"> <li>greater use of local community venues, including Housing offices, Children Centres, community centres, mosques, &amp; Health services;</li> <li>improved capacity amongst local voluntary and community organisations to provide free IAG services;</li> <li>more local workless residents in contact with employment and skills services;</li> <li>improved awareness of the financial benefits of employment;</li> <li>more frontline workers able to assess the emp. &amp; skills needs of local residents who are without work and signpost them to appropriate provision;</li> <li>more local residents moving towards &amp; into work, particularly lone parents, people claiming IB and workless parents in low-income, single earner households with children;</li> <li>improved quality &amp; consistency of IAG &amp; referrals to appropriate support.</li> </ul>

As Is		Visioning & Structural Transformation		To Be
Current Challenges		Planned Change	Options to support change	Benefits
<p><b>A supply led system with disjointed employer engagement.</b></p>	<ul style="list-style-type: none"> <li>• Employer intelligence is not routinely shared;</li> <li>• No collective responsibility to provide an overview of employer engagement activity;</li> <li>• No complete information on the format, nature, focus or timing of contact with employers on their recruitment &amp; skills needs;</li> <li>• Organisations do not build on the work of others to address gaps;</li> <li>• Risks that opportunities are missed and/or activity is duplicated;</li> <li>• Where services are in regular contact with inactive residents who claim benefits, they do not routinely motivate them to consider work as an option. Yet we know that people can find work if they are encouraged to do so, without necessarily needing further training or support;</li> <li>• Child poverty will persist in West London unless the focus and practice of current services are changed.</li> </ul>	<ul style="list-style-type: none"> <li>• West London Working will develop a coherent employer engagement strategy that:                             <ul style="list-style-type: none"> <li>- Avoids duplication from SSC, LDA and LSC.</li> <li>- Fully realises the JCP infrastructure.</li> <li>- Builds on the effective, integrated practice delivered by local organisations such as Fair Cities, Heathrow City Partnership and Brent in2 Work.</li> </ul> </li> </ul>	<ol style="list-style-type: none"> <li>1. Map existing employer engagement activity.</li> <li>2. Develop infrastructure to enable better sharing of information on employers.</li> <li>3. Develop a structure that enables a more personalised customer relationship with employers.</li> <li>4. Improve follow-up support.</li> <li>5. Strengthen the co-ordination, coverage and effectiveness of customised/ demand-led training.</li> <li>6. Ensure job brokerage services are customised to the needs of both employers &amp; local residents.</li> <li>7. Share job vacancies.</li> <li>8. Refocus Skills for Life provision so that it is more work-focused forms an integral part of employment and skills provision.</li> </ol>	<ul style="list-style-type: none"> <li>• more employers recruiting local residents;</li> <li>• a more seamless and integrated offer of support for employers;</li> <li>• more employer vacancies registered with Jobcentre Plus in West London;</li> <li>• better intelligence about the recruitment and skills needs of employers;</li> <li>• better use of intelligence so that local services are more customised to employers' needs;</li> <li>• improved employer awareness of the benefits of employing local residents;</li> <li>• improved understanding of the benefits of employing a more diverse workforce; and</li> <li>• greater use of more diverse recruitment practices.</li> <li>• more local workless residents who are job ready;</li> <li>• more employers reporting that vacancies were filled quickly.</li> </ul>

Appendix 4: Draft Top Level Maps





## **Appendix 5: Mapping routes into employment taken by West London residents who are out of work**

West London Working is reviewing the current pattern, efficiency and effectiveness of local employment and skills provision to inform the re-design of local services so that they better meet the needs of local employers and residents. As part of this review, there is a need to understand the typical processes used by i) West London residents to find and keep work; and ii) employers to recruit local residents.

More specifically, there is a need to:

- Identify the typical type, pattern and order of local services used by employers and those used by local residents who are workless (the 'general service process');
- Develop and refine the general service process to reflect the specific needs and service use of priority groups for West London Working;
- Highlight where residents' access to or take-up of services is dependent on other types of support or service, such as childcare; and
- Provide specific information on the service processes used within each of the six West London boroughs.

### **Scope of the Study**

Phase 2 mapping builds on the baseline mapping undertaken for development of the Business Plan by focusing further on the relationship between providers and pathways that individuals take.

Maps are to be produced for each of the 6 West London Working boroughs that track the route taken by residents from initial contact to the outcome of a sustainable job. Maps will also identify referral routes between providers. 3 maps are to be produced focusing on the primary target groups of:

- Residents who claim incapacity-related benefits;
- Lone parents; and
- Residents in low-income single earner households with children where one parent is not working.

A further map is to be provided for each borough that identifies the routes that employers take to access local services.

Resident routeway maps are to be backed up by detailed information on current provision that will enable the plotting of services alongside the journey to work continuum.

The following information will be provided on each provider.

### **Descriptive**

- Sector of Provider (FE/Private/Statutory/VCS)
- Industry focus of provision

- Core service, e.g. outreach, IAG, employability, vocational etc.
- Brief description of service (e.g. 6 week ESOL training course)
- Stage at which service accessed, e.g. engagement, pre employment, post employment.
- Target Group
- Geographical target area and location of delivery unit.
- Duration of activity

### **Scale and Productivity**

- Funding received (2006/07 and 2007/08) and funding source
- Number of new clients in 2006/07 and 2007/08 and no. of new clients completing planned provision.
- Destination of clients (jobs, other training, returner, not known)
- Productivity measure: no. of people in a job/no. of new clients.
- Details of quality standards and ALI grade if available.

### **Linkages**

- Names of inbound and outbound referral organisations.
- Subcontracting arrangements and names of specialist services used to supplement delivery.
- Level of employer engagement in design of service, delivery of service, and % of staff time devoted to engaging employers.

### **Other**

- Qualitative information on barriers that prevents their provision being more effective.
- MIS systems used and whether they would consent to share MI.
- Level of tracking beyond their stage of service provision.

## **Appendix 6: Resident Focus Group Draft Specification**

### *1. Background*

West London Working proposes a radical change to the way in which welfare to work services are to be structured and delivered in order to produce a step-change in employment and therefore a significant impact on child poverty. As part of the process of changing the current structure and nature of service delivery West London Working is seeking a thorough understanding of the benefits and weaknesses in the 'end to end process' from the first contact made by a resident out of work to their goal of a sustainable job with opportunities for progression.

The West London Working business plan states that in order for the changes to the system to be effective they will need to be informed by focus groups that are representative of the target groups identified within its business plan. This includes lone parents, low skilled, BAME groups and in particular those people who are not currently in contact with the 'system' but are a priority for West London Working, namely non-working partners in single earner low income families.

### *2. Focus Group Recruitment and Make up*

The focus groups must be representative of the local population of the 6 borough area in terms of gender, ethnicity, family/household type and include those who are not on benefits as well as those who are. The focus groups must include parent couples where one parent is not working. However, having both members of the couple present may not be appropriate as there is potential for disagreement (we will take advice from the contractor on this), and also possible childcare constraints. Each focus group should consist of 6-8 people. The experience and issues of those currently in the system and those out of it will be very different, and thus the focus groups should perhaps be separated down these lines.

Established local mechanisms and networks will be utilized to engage with residents from all target groups. One Parent Families are currently conducting similar focus group research using the respondents to a recent Jobcentre Plus online survey to draw participants from. This is a potential source for these focus groups, however it does not include people who are not in current contact with the system and whose input is vital to West London Working. Also, in terms of residents who are in touch with the system, this would only include those who have access to the internet and have shown an interest in research before. Therefore, the contractors engaged to design and run these focus groups will need to consider different ways of recruiting participants, especially those who are not in touch with the system – this may be through voluntary/community groups for instance, and through maximising on contacts known to Consortium partners, such as Jobcentre Plus and the boroughs. If the group is to gain meaningful insight into issues around ESOL, then sessions in community languages will be necessary.

### 3. Topics for Discussion

The discussion is framed around the residents current interaction with services that are targeted at helping them improve their skills and find work. There is a possibility that the topic guide set out below is too prescriptive - the contractor is invited to suggest the best ways of covering all the topics below:

Coordination & quality of provision	<ul style="list-style-type: none"> <li>• Are residents aware of provider's services that are available to them? Opinions of training and the likelihood of getting a 'good' job i.e. pay high enough to get around benefit trap, hours to suit family/other commitments, long-term, chances of progression etc.</li> <li>• Views on the variety of training and other services available - is it difficult to understand/navigate and therefore value?</li> <li>• What provision would motivate residents?</li> </ul>
Personalised customer focused provision	<ul style="list-style-type: none"> <li>• View of the effectiveness and appropriateness of referral to the first intervention to help them find work?</li> <li>• Do people understand why they have been referred to a certain type of provision, is this what they wanted?</li> <li>• How many different courses/interventions have they participated in?</li> <li>• What was residents experience when they were near to completing their programme with a provider, did they know what their next options were?</li> <li>• Did their first point of contact with services follow their progress and offer encouragement, are their benefits in this?</li> <li>• What 'danger points' do residents feel there are in the journey towards work where they may benefit from more support, and what kind of support would that be?</li> </ul>
Multiple Points of Access	<ul style="list-style-type: none"> <li>• Where do people currently get information (benefits, jobs, housing etc)? To what extent is the lack of a single point of access a barrier - for example receiving benefits advice at JCP and HB/CT advice from the LA or RSL, debt advice from CAB, IAG from NextStep etc.</li> <li>• Which services are most used (IAG, debt advice, job brokerage, better-off calculations) and why? Which are the most useful, where would improvement make the most impact?</li> <li>• What will motivate people to take up support to help them find work?</li> <li>• What is the level of awareness of publicly funded recruitment services and how does that compare to private sector alternatives?</li> </ul>
Supply led system	<ul style="list-style-type: none"> <li>• Have employers participated in/provided any of the training that they have undertaken?</li> <li>• Would a clear link to an employer motivate residents to join a service?</li> <li>• What role do residents feel that employers could have in service provision?</li> </ul>

---

Extended Childcare entitlement	<ul style="list-style-type: none"><li>• All focus group attendants to be asked about their child care needs and how it would be best tailored to partners entering work (cost, location etc)</li></ul>
--------------------------------------	--

---

#### *4. Timetable & Outputs*

This research is purely qualitative in nature and is intended to give more detail on individual experiences and highlight certain issues to inform the design and delivery of West London Working interventions. The outputs of the research should include a report detailing all the views and opinions reached on the day and how participants came to those views. In particular any differences of opinion within the groups (especially between partners if they are both present) should also be noted.

## **Appendix 7: SME Focus Group Draft Specification**

### *1. Background*

It has been identified that engagement with employers (public and private sector) is required to develop the CSP engagement strategy, particularly with SMEs. In order to develop thinking, the following areas have been considered:

- How can SMEs be effectively advised of the wealth of public sector opportunities, services and activities that are available to support them recruit and retain staff?
- What further support is required to make this process easier, more accessible and more cohesive?
- What specific needs do SMEs have that could inform the service offering from public sector agencies?
- To what extent do SMEs use private sector recruitment agencies, and why?
- What networks are in place to support SMEs, and that may be used as a channel to market CSP objectives and opportunities/initiatives to SMEs?
- What funding is available to support SME engagement and the provision of assistance to ensure the recruitment process meets their needs?
- What programmes currently exist with partner agencies that could be corralled in the first instance to compile a suite of services for promotion?
- What communication / marketing strategy is required (method, regularity, format, originator etc)?
- How can SMEs be engaged to drive the development of our plans?

## 2. Focus Group Recruitment and Make up

It is proposed that the following workshops be set up, to progress thinking and ensure engagement with SMEs is maximized to inform development of the strategy and alignment with the wider initiatives being developed by the CSP Consortium. Established local mechanisms and networks will be utilized to engage with residents from all target groups.

Workshop	Attendees	Objectives	Outcome
1. Providers	JCP LSC LDA Serco PRP Working Links	<ul style="list-style-type: none"> <li>- Define services available including grants, tax benefits, accreditations, in work training support etc</li> <li>- Determine current points of access and communication</li> <li>- Investigate use of presentation space at JCP offices</li> <li>- Identify SMEs for engagement in workshop 2 below</li> <li>- Overview existing contacts, methods of contact and areas of overlap/gaps</li> </ul>	Inform 3 below
2. SMEs	Contacts from above agencies from a range of sectors Plus facilitation	<ul style="list-style-type: none"> <li>- Review current experiences and recruitment methods</li> <li>- Determine industry specific requirements</li> <li>- Explore possible communication channels such as radio, Chambers of Commerce etc</li> <li>- Explore how the use of personal networks can be enhanced and widened</li> </ul>	Inform 3 below
3. Providers & SMEs	All of the above	<ul style="list-style-type: none"> <li>- To review outputs from workshops 1 and 2, and develop programme of actions and activity to broaden engagement with public sector and SMEs</li> <li>- To establish future programme of engagement with attendees to maintain engagement with design and delivery</li> </ul>	First draft of engagement strategy

## 3. Topics for Discussion

In line with the areas of focus outlined in 1 above, the following experiences should be probed further:

- SMEs tend to use personal referral networks as opposed to agencies for recruitment needs, (whether they be public or private sector run agencies) – why?;

- SMEs do not know where to access information – it is a case of not knowing what you don't know – how can this be improved?;
- Many SMEs are specialized so services offered may need a degree of tailoring to meet specific needs – how can this be achieved?;
- There can be a perception by SMEs that local people are not qualified / committed / desirable employees – what is the basis for this perception and how can it be rectified?;
- It is difficult for an SME to reach large number of potential employees – how can JCP and other agencies help?;
- SMEs often lack the time and resource needed to undertake a comprehensive recruitment process, so even if there were services available, ease of access and usability would be key requirements – how can public sector agencies help?.

#### *4. Suggested way forward*

Initial discussions are required to identify a facilitator for the workshops, plus potential invitees for workshop 2. In addition, providers are to be identified by the West London Working Consortium Senior Project Manager through collaboration with partners in JCP, LSC and the boroughs.

## **Appendix 8: West London Working Strategic Board Terms of Reference (Draft)**

### **The West London Working Consortium Strategic Board will:**

#### **Vision & Strategic Objectives**

- Provide Leadership to West London Working;
- Approve the West London Working vision and strategic objectives and Business Plan;
- Oversee and monitor delivery of the Business Plan, including performance against agreed objectives, targets and budgets;
- Lead on firm, focused stakeholder management, particularly with central Government, to ensure opportunities for West London Working are maximised; and
- Continuously ensure alignment with emerging policies and initiatives, and review and approve changes to the Business Plan as necessary.

#### **Governance**

- Agree and formally adopt these terms of reference for the West London Working Strategic Board, with flexibility to develop and adapt them as the Pathfinder develops;
- Agree a governance protocol to regulate the conduct of the West London Working Board in accordance with best practice; and
- Establish a Partnership Agreement to drive delivery of the Business Plan.

#### **Funding**

- Appoint an accountable body to be financially and legally accountable for funding directly allocated to support the Board and its Business Plan;
- Approve and allocate that funding, in accordance with agreed objectives and targets;
- Make recommendations about the allocation of relevant stakeholder's existing funding streams and resources, in accordance with West London Working agreed objectives and targets; and
- Secure and/or align additional resources to further the strategic objectives of West London Working.

#### **Operations**

- Appoint a Programme Director and set up a Programme Office, and agree the structure, roles and job descriptions of the Programme Office staff;
- Appraise and approve work packages and initiatives for delivery of the Business Plan bought forward by stakeholders and the Programme Director.

#### **Reporting**

- Report to DWP and Stakeholders on the delivery of the Business Plan, including performance against agreed objectives, targets and budgets;
- Nominate one of its membership to be the lead contact with DWP; and
- Sign-off an annual financial statement in respect of funding allocated to the Consortium.

[12 January 2007 - Version 0.3]

## **Appendix 9: Programme Director & Senior Programme Officer Role Profiles**

**Job Title:** Programme Director

**The vision of the City Strategy Pathfinders is to achieve a sustainable increase in the number of people in employment, particularly families with children, and to reduce child poverty, through structural transformation in how support systems are designed and delivered. The demand led initiatives piloted by the London Pathfinders are intended to lead to sustainable employment for those currently out of work and who wish to work. To achieve this significant structural transformation, a wide reaching change programme must be designed and implemented, across all partner organisations.**

### **Purpose of the Role**

- Lead and drive, with partners, the development and implementation of change management plans and the business process reengineering of the multi-agency systems, supporting residents to secure work in line with the strategic objectives of the London City Strategy Pathfinders.
- 

### **Principal Accountabilities**

1. Through understanding the environment in which the two Pathfinders are operating, proactively undertake needs identification / problem analysis and design and drive the implementation of a comprehensive and complete change management programme to alter the way services are delivered to better meet resident and employer needs;
2. Identify, secure and monitor funding to support the change programme objectives from partners, to enhance or replace existing offerings within the Pilot geographical area, and build on existing good practice;
3. Identify and utilise external and internal intelligence to develop better customer oriented systemic solutions for residents and employers;
4. Coordinate stakeholder and resident/employer engagement, communication, and PR associated with Pathfinder activity;
5. Convince, inspire and motivate the multitude of stakeholders and partners providing services to residents and employers;

6. Act as interface between Strategic Board and programme Office, and the accountable body for each Pathfinder;
  7. Ensure that appropriate project management disciplines are in place. Ensure all potential risks are identified, managed and reflected within the work package plans;
  8. Measure and improve the effectiveness of planned Pathfinder interventions in line with the strategic objectives, and lead the development of processes to track and evaluate performance, share data across partner organisations, and drive delivery of Pathfinder objectives to ensure targets are achieved and delivered to time and quality.
- 

## **Qualifications, Experience and Competencies**

### **Qualifications**

- Degree qualified
- Project Management qualification desirable

### **Specific Experience**

- Prior experience of delivering a multi strand change programme with complex governance and policy structures
  - Good working knowledge of employment training services
  - Experience of having managed a programme of change by engaging at a senior level in either the public/private sector
  - Good understanding of barriers to securing employment for local people and how these barriers could be overcome
  - Five years experience of developing, leading, managing and motivating dynamic teams providing facilitation and coordination across diverse networks
- 

### **Person Specification**

Strong leadership skills and qualities, with proven ability to lead partnership working and stakeholder engagement with public and private sector organisations in a dynamic, constantly changing political environment;

Experience in organisational change environment (including change management, business process reengineering, organisational design and strategic planning);

Broad overview and understanding of business processes, and ability to apply systems and processes to create and manage solutions in a multi-agency context, with differing priorities and targets;

Evidence of strategic thinking, whilst remaining results oriented and maintaining a firm grasp on operational priorities;

Strong relationship management experience at all levels;

Significant experience of leading the planning and coordination of operational activity, including financial management and evaluation, preferably in urban areas;

Ability to collect and analyse data from a variety of sources and present it back in a meaningful way for decision making purposes;

Ability to work under pressure, manage priorities and meet deadlines, working through people in other organisations;

Excellent communications, persuasive and convincing skills;

Strong understanding of London's diverse communities and of equalities issues.

---

### **Key Relationships**

- Consortium partners (including boroughs, London Development Agency, Greater London Authority, Jobcentre Plus, Learning & Skills Council, employers, voluntary and community sector, health sector, housing and academia);
- Strategic Board and Programme Office
- Central government (including Department for Work and Pensions, National Employment Panel, Department for Education & Skills);
- Local service providers;
- Pathfinder clients – residents and employers

<b>Senior Project Manager</b> <b>West London Working City Strategy Pathfinder (CSP)</b>		
Directorate: LDA - Delivery	Reports to: West London Working Programme Director	Level: E
Location: Ealing (the postholder will also be required to travel and where necessary hot desk at other West London sites and at the LDA offices in Southwark)		

<b>Key Accountabilities:</b>
<p>Accountable for successful performance of significant portfolio of complex, highly sensitive work streams, including achievement of outcomes in support of West London Working strategic objectives and change management programme</p> <p>Accountable for improving alignment with existing local employment and skills programmes, leveraging existing sources of funding and ensuring maximum returns against the CSP Business and Implementation Plan.</p> <p>Accountable for managing collaborative working between the CSP and the LDA. JCP, LSC and partner organisations, ensuring that information and market intelligence is shared appropriately.</p> <p>Accountable for successful communication of the CSP's aims and objectives and change management programme and promoting the necessary cultural change in partner organisations</p>

<b>Key Result Areas:</b>
<p>Manage the performance of CSP team activities and outputs in line with business plan, responding pro-actively to a changing, dynamic environment.</p> <p>Manage the life cycles of allocated project contracts i.e. financial and performance outputs, milestones, risk and audit, through to contract completion, closure and exit, resolving operational contractual and performance as they arise.</p> <p>Manage and develop effective relationships with stakeholders, partners and clients.</p>

Ensure that all CSP policies, standards and performance measures are followed consistently including financial processing, records management, variance and risk analysis, in collaboration with the West London Working Accountable Body (LDA).

Oversee multiple programme budgets and resources, ensuring that resources are allocated and managed effectively to meet current and anticipated demand within partner constraints and budget limits.

Ensure that West London Working Consortium reputation with external stakeholders is maximised and sound, by managing effective stakeholder communication.

Ensure compliance with partner corporate systems to forecast, monitor and capture the delivery of cross cutting objectives of health, sustainability and equality and diversity against approved budgets and contractual documents.

Co-ordinate and provide relevant, accurate and timely information and reports on programme performance, risk analysis and market intelligence to the West London Working Strategic Board to inform decision-making, promote integrated working and allow appropriate scrutiny of activities in compliance with accountable body policies and procedures and partner requirements.

Manage programme audits and highlight any financial, legal, regulatory and reputation risks, and recommend and execute timely remedial actions to provide auditable assurance over financial and output claims from delivery partners.

Build and develop relationships with contractors and suppliers that will maximise project performance.

Pro-actively manage risk in complex, high risk projects, personally taking responsibility for recommending and executing robust plans for recovery or exit (including resource and/or funding re-allocation or contract termination).

Manage records management systems on all allocated programmes to ensure they are accurate and up to date.

Ensure that contract management processes, systems and procedures are maintained for the successful, compliant and efficient management of all allocated contracts to time, cost and specification.

Develop and administer a Management Information System for the services and activities aimed at

supporting workless residents into sustained employment and utilise it to inform the CSP programme and performance

Develop a communications plan for approval by the CSP and implement and monitor it; develop activities which support the cultural change in partner organisations which will be necessary to deliver the CSP Business Plan

Manage communication strategies for effective collection of data from external partners to inform programme performance reporting.

Ensure that financial claims and supplier payments are processed in accordance with accountable body requirements.

Provide guidance and support to project leaders and partners, to guide the management of multiple delivery programmes

Education/Qualifications, Experience, Knowledge/Skills , Behaviours and Other	Essential	Desirable
<p><b><u>Education</u></b></p> <p>Degree and/or qualification in relevant discipline e.g. business, financial management, political/social science, urban planning (or equivalent academic or experiential learning) to demonstrate ability to assimilate concepts, theories and principles and apply them to analysis and evaluation or 3 years demonstrable experience of working on programmes of similar complexity at a relevant level of seniority</p> <p><b><u>Experience</u></b></p> <p>Good leadership skills and qualities with proven experience of managing a project with evidence of ability to motivate and manage performance to achieve effective results.</p> <p>Significant experience of planning and co-ordinating financial analysis and evaluation preferably in an economically complex area or industry sector.</p> <p>Experience of developing and managing a significant process of change and</p>		

<p>transformation in the delivery of services in a complex organisation or between partners organisation where services are shared.</p> <p><b><u>Knowledge/Skills</u></b></p> <p>Depth of knowledge and experience of one or more of the following business processes - project planning and management, financial analysis, change management, business process re-engineering and risk management .</p> <p>Significant demonstrable knowledge and experience of programme/project management processes and application of techniques to deliver multiple programmes.</p> <p>Successful track record of managing multiple work programmes within strict time, cost, regulatory and policy constraints.</p> <p>Proven success of managing contracts/projects, with demonstrable outcomes, within complex multi stakeholder and multi functional environments.</p> <p>Strong track record (circa 3 to 5 years) in increasingly larger roles of planning and managing portfolios of multiple complex work streams aligned to project life cycles and annual investment plans.</p> <p>Proven track record of managing the performance of multiple programmes, budgets and resources within agreed targets to cost, time and specification.</p> <p>Good knowledge and depth of experience in one aspect of applying investment and financial tools and.</p> <p>Evidence of using strong influencing and negotiation skills to promote organisational objectives and achieve successful agreement with a range of complex and varied stakeholders.</p> <p>A well developed understanding of London's diverse communities and commitment to the CSP's cross cutting themes of equality and diversity, health and safety.</p> <p>Good understanding of Management Information Systems, and ability to specify and develop them, and their application to informing the design,</p>		
---	--	--

<p>management and evaluation of complex service delivery arrangements</p> <p>Demonstrable sound verbal and numeric reasoning and analytical skills and their application to complex business processes</p>		
<p>Key Relationships: Individuals or groups with whom the post holder has significant working relationships – both internally and externally, including briefly their nature and purpose.</p>		
<p>CSP Clients – residents and employers                  West London Working Strategic Board                  West London Working Project Team and partners                  DWP</p>		

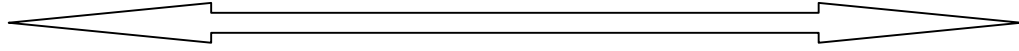
<p>Job Boundaries and Decision Making: Legal / Financial / Element of risk-taking</p>
<p>Under direction from West London Working Programme Director</p>

<p>Dimensions: Budgets controlled by the post holder, number of staff for whom they are directly accountable and/or other key statistics related to the job</p>
<p>To be confirmed</p>

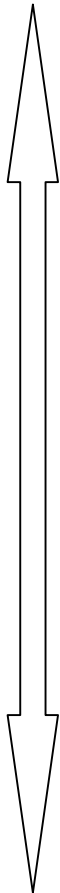
<p>Additional information: (For example suitable for job share / part time, located off site)</p>
<p>Located in offices of London Borough of Ealing for fixed term of 2 years</p>

**Appendix 10: Performance Management Framework Possible Indicators**

**OUTCOMES**



**M  
E  
A  
S  
U  
R  
E  
S**



	<b>Process</b> (structural reforms)	<b>Product</b> (people into jobs)
<b>Hard</b>	<ul style="list-style-type: none"> <li>• Shared targets</li> <li>• Joint planning</li> <li>• Joint commissioning</li> <li>• Redesigned and joint service delivery</li> <li>• Shared data/ MI/ CRM systems</li> <li>• Changes in employer recruitment and wfd practices</li> <li>• Longitudinal tracking system</li> </ul>	<ul style="list-style-type: none"> <li>• Employment rate rise</li> <li>• Reductions in child poverty</li> <li>• Reductions in NEETs</li> <li>• No. into sustained employment</li> <li>• Reduction in benefit 'churn'</li> <li>• No. gaining vocational quals</li> <li>• No. employers engaged/ committed</li> <li>• No. new work experience opportunities created</li> <li>• No. employers sharing job vacancy information</li> <li>• No. employers committing to new wfd programmes</li> <li>• Career progression rates</li> </ul>
<b>Soft</b>	<ul style="list-style-type: none"> <li>• Improved partnership working</li> <li>• Greater mutual understanding</li> <li>• Growing trust and confidence for individuals and employers</li> <li>• Cultural change</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing engagement with those not engaged with the system</li> <li>• Client confidence levels grow</li> <li>• Individual client aspirations/ horizons change</li> </ul>

## **Appendix 11: Technical Note on Setting Targets for West London Working**

Due to the innovative nature of the City Strategy Pathfinders, setting stretching but realistic targets for the West London City Strategy Pathfinder is a difficult process.

However, the general principles of the programme offer some strong guidance. Firstly, the key driver behind the pathways is the idea that employment levels can be improved through restructuring the delivery of employment services in the area, tailored to meet the needs of local clients but without increasing the resources allocated. We assume therefore, that with these changes in place productivity would increase to similar levels of people entering employment as in those parts of the country where the current systems is more in line with the needs of the clients.

As such, we take the average job entry rates for Jobcentre Plus in West London over 2005/06 (job entry rates being the % of people from the benefit claiming group moving into employment) as a percentage of the total benefit claiming groups in West London (assuming that the extra moving into work above Jobcentre plus figures is the result of other employment services such as specific European Social Fund programmes). We then increase this estimated "total job entry rate" to the level of the national median, assuming that the new flexibilities in place would at least make the productivity of the current employment service infrastructure equal to national levels (and making a judgment call based on the mapping of activity on the capacity available to achieve this, suggesting that achieving the rate of the national maximum or upper quartile over the period would be unrealistic).

Taking this as our benchmark, we calculate how many more people would be moved into work over the period to 2012, but alter the yearly flows to increase at gradual rate rather than assume a constant and immediate increase.

To get an idea of the number of children living in poverty that are likely to be effected, we multiply the target number of people to be affected by the current approximation of number of children by benefit claimant (0.6).

At present, these targets are set to get an overall idea of what the West London City Strategy Pathfinder should set out to achieve, with the greater detail likely to flow from the more precise actions arrived at by the Consortium, once more information on the expected synergies of provision and the implications for capacity can be identified. For example, with the focus on families with children the estimated number of children likely to be affected is far greater than estimated, but these numbers serves as a base line for achievement.