



WEST LONDON WORKING

INTERIM PROPOSAL OUTLINING WEST LONDON'S RESPONSE TO THE DWP CITY STRATEGY PILOT INITIATIVE

June 2006

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1. Introduction

The target objectives of the City Strategy Pilots to increase the employment rate to 80%, and simultaneously address the high levels of child poverty in London, with a view to reducing the rate by 50% by 2010, and by 100% by 2020.

Since the announcement of the City Strategy Pilot initiative in Spring 2006, the six London boroughs of Brent, Ealing, Hammersmith & Fulham, Harrow, Hillingdon and Hounslow have been working in collaboration with LDA, JCP, LSC and representatives from business, health, education and the community and voluntary sector, to outline their approach and the target 'clients' for this regional initiative.

The name of this consortium is **West London Working (WLW)**. Attached at *Appendix 1* is a list of boroughs and wards covered by this Pilot Consortium.

The challenges of multi-agency collaboration to compile a targeted Business and Implementation Plan are being facilitated by the LDA and the West London Alliance (WLA), the strategic partnership for the six boroughs. This interim Proposal is offered to provide DWP with information on WLW thinking to date and is very much work in progress, to provide an overview of the approach and further development required in order to create a robust, innovative and evidence based business plan for submission to the DWP at the end of October 2006. This will include target groupings, stretch targets, structures and freedoms and flexibilities where assistance will be required to facilitate delivery of WLW's initiative.

A unique characteristic of the two London City Strategy Pilots is securing alignment and engagement with a multitude of partners across a number of boroughs. In West London, as well as attempting to align thinking and focus across the boroughs, the engagement with JCP (with its 18 job centres across West London), LSC, business, the voluntary and community sector (VCS) and other organisations is required. Great progress has been made to bring the Pilot Consortium together, and a number of meetings and a partner workshop have been held over the past month to draw out aspirations and engage commitment from all partners. It is clear that buy-in to the development and successful implementation of this Pilot is unanimous. The challenge now faced is to ensure that a regionally based solution and approach is designed, which will continue to address local needs, to maintain buy-in from all key partners.

Throughout the planning process, close engagement with DWP and NEP has been maintained, and this will continue for the duration of the planning process.

2. Vision

WLW will design and develop structures and initiatives to significantly improve the working age employment rate in the region, to align with Government's 80% target, particularly focusing on local disadvantaged people such as benefit claimants, lone parents, disabled people and those with health conditions, and people from minority ethnic and refugee groups. To achieve the 80% target, 85,000 clients (before migratory factors factored) will require support and assistance to secure and retain a job that is right for them. See section 3 for a breakdown of data by borough.

WLW will do this through having a clear focus on our clients needs, secured through, amongst other things, a survey of client experiences, and improving the quality and effectiveness of delivery activity, targeting and funding. We will aim to have a customised approach that meets clients' need from first point of contact to the provision of support and guidance to assist them to retain jobs and develop a commitment to lifelong learning. Increasing levels of employment is key to the development of sustainable and stable communities.

In addition, WLW has a unique opportunity to establish an 'employer led' (public and private sector business leaders) solution and thus the level of engagement with business is a fundamental area for agreement in the early staging of creating our Business Plan. It has been agreed that employers will play a key role in developing and implementing the Strategy, as detailed later in this paper.

It is clear that this is not a 'one size fits all' delivery project, but rather, the creation of a framework of services and support that is easy to navigate, responsive and flexible, meeting individual need, that provides a single point of access for clients to support them to find, secure and retain employment.

The gap between skills and employment must be bridged, which will require commitment and drive from WLW partners and providers. A demand led system will, by its nature, require skilled resource and will thus drive up the performance of business, partners, providers and academic institutions to ensure a skilled labour force is available to meet this demand. Clarity from employers about their requirements is also key as well as awareness of the implications and change that may be required to integrate BAME, disabled or other Pilot clients into their workplace.

Our vision is to achieve a sustainable increase in the number of people in employment and, as a result, fewer children living in poverty in West London, through the design and implementation of innovative, transformational initiatives.

We aim to demonstrate over the two year pilot period that we have created an approach and structure that demonstrates capability of co-ordinating and aligning multi-agency activity in order to improve efficiency and effectiveness and simplify structure and access, in a sustainable and focused manner, to continue long after the formal Pilot period has ended. Taking into account the size of the gap between the current employment rate and the target, restricting our planning to two years will see us achieve a modest impact, and thus WLW sees participation in this Pilot as the start of a long term commitment to support and drive institutional change, to substantially and sustainably increase the employment and skills level in West London.

3. West London – The labour market and skills demand

According to the 2001 Census, the diverse population of West London stood at around 1.2 million, with people from BAME groups accounting for 40% (compared to around 30% for London as the whole). 36.2% of the West London population were born outside the UK. Income inequality in the area is less severe than in London on the whole, with more households clustering around the median level of income at between £30k-£35k per annum.

The West London economy itself is unique, driven in the main by the UK transport hub of Heathrow. The region has industrial clusters of manufacturing and retail, and a solid business services base. In total, the West London economy accounted for just over 618,000 employee jobs in 2004. However, despite the income distribution of West London being marginally more compressed than for London on the whole, there is clear evidence of pockets of deprivation and inequality. Within the sub region, many boroughs register small areas within the top 10 percent most deprived in the country as well as disproportionate levels of unemployment between different ethnic groups.

Data suggests that growth in West London is driven primarily by three main sectors: Business Services, Retail and Wholesale and Transport and Communications, together accounting for just over half of total jobs in the region. For these sectors, the availability of appropriate labour is key – and whilst the demands for high skill levels are unlikely to be met by the current

workless within the region, lower level jobs, generated in service level occupations for example, are likely to provide the ideal stepping stone for many out of employment, and key to encouraging economic growth over the long term.

Forecasts for the region provide an encouraging outlook for the area, and combined with very good radial transport links for those boroughs closer to central London, future employment and economic growth is predicted. Whilst the London labour market functions more effectively than in other regions, with fewer businesses reporting skills shortages and hard to fill vacancies as a problem, there is still evidence of acute skills shortages within specialist sectors such as construction and service industries such as hotels and catering that threaten to constrain growth, and thus need to be addressed. A thorough understanding of the labour market needs will be gathered during the Business Planning phase of this process, to allow initiatives to be adapted to suit demand.

West London continues to experience long term growth in population, homes and jobs, with most recent data suggesting the population will grow to 1,504,100 by 2016, an increase of 6%, or 5,750 per year. This growth combined with the stock levels of worklessness (shown below) and child poverty levels, represent twin challenges to partners in West London.

	Total in employment	Working age population	Employment rate	Total needed to reach 80% target	Difference - Total to target
Brent	112,400	172,600	65.1	138,100	25,700
Ealing	148,800	206,200	72.1	165,000	16,200
Hammersmith and Fulham	85,600	124,300	68.8	99,400	13,800
Harrow	101,100	138,300	73.1	110,600	9,500
Hillingdon	122,700	159,100	77.1	127,300	4,600
Hounslow	96,400	139,400	69.1	111,500	15,100
London	3,307,300	4,788,700	69.1	3,830,960	523,660
West London	667,000	940,000	71.0	752,000	85,000

Source: Annual Population Survey
04/05

Projections suggest that the regional economy could create 66,000 net new jobs and 59,400 additional homes by 2016, and thus the relationship between new home allocation, job type and location, and links to the workless population are key points for review and consideration during this Pilot.

Data on benefits claimants within the region show that those claiming incapacity benefit are also key target groups to affect real change in the employment rate. Of the 134,000 benefit claimants within West London, 43% were claiming incapacity benefit. To assist in devising interventions to support these claimants, the involvement of the voluntary and health sector are key to the Pilot to establish a clear understanding of the major health issues that prevent IB claimants from working.

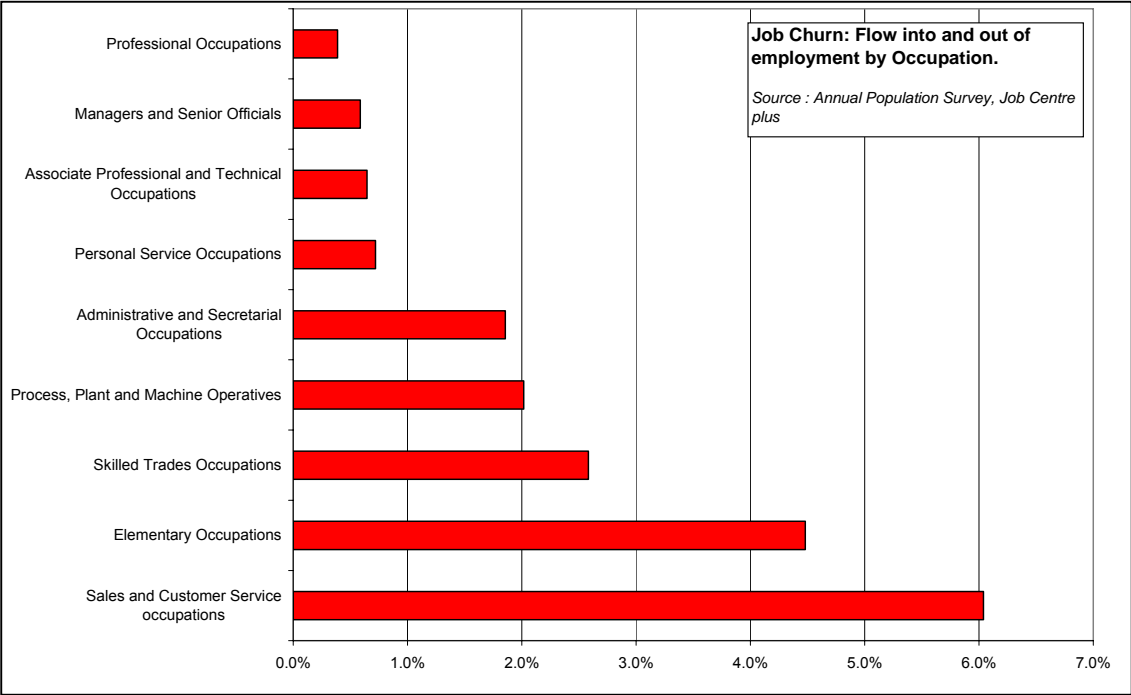
It is important to stress that by their nature, the populations in West London boroughs are difficult to track. The transient nature of the populations means that whilst significant improvement to skills and workless targets are secured, it is often the case that those assisted quickly move out of the area, to be replaced by low/no skilled workless who immediately increase the numbers. Therefore, a more transparent and relevant monitoring system is recommended.

There are around 15,000 families living in temporary accommodation in West London, many of whom are out of work and caught in a poverty trap due to high rents in temporary

accommodation. Identification of these families, and targeted initiatives to support them, will contribute towards our objective of reducing worklessness, and will be investigated further during the Business Plan stage.

Alongside this, successful interventions need to accommodate and meet the demands of the growing West London economy as well as recognising the dynamics at work. Growth in the number of jobs available is evident, and combined with churn, there is considerable opportunity for getting people into jobs.

The chart below presents the number of people flowing on to and off Job Seekers Allowance (based on their last occupation), for one month (a snapshot) as a percentage of the total stock of West London residents employed in those occupations. There is the need for strong links with businesses to effectively match clients to vacancies.



To conclude, the economic needs of West London offer an exceptional opportunity for WLW to impact on reducing worklessness through smart, efficient and targeted interventions. However, if local residents do not have the skills to secure the jobs available and emerging, these opportunities will be taken by others. Engagement with business is key, and as supported by the structure of this Pilot, WLW places much importance on the need to understand demand and employer need, and work to enable clients to fulfil this demand.

4. Engagement with employers

This West London Pilot will be driven by an employer led Strategic Board, with representatives from employer organisations from private sector businesses and public sector, actively participating and sharing the responsibility to drive the strategy, to ensure it is a demand driven initiative. There are already a number of employer led regeneration and economic development initiatives in West London; this Pilot will build on this experience and ensure that employers engage with the issues, and themselves create the solutions and opportunities required. Leadership of the Strategic Board, established to oversee the policy, strategy and funding for WLW, will be provided by a leading West London business figure, with the stature, knowledge and influence required to direct the Pilot, and encourage others to do likewise.

Engagement with small and large businesses in the design of the Pilot is key. This has to date been represented by West London Business, though it is proposed that specific businesses and leaders be targeted and engaged during the development of the Pilot. The direct engagement of employers will, amongst other things, enable us to identify some of the barriers faced by businesses in employing individuals from disadvantaged groups. We can then work together to create solutions and drive change to remove, navigate around or reduce the barriers faced.

Business will be engaged as providers of opportunity for Pilot customers and a clear communication plan will be designed during the summer to launch and sustain this activity. In addition, sharing learning from the Fair Cities initiative in Brent will be an integral part of this process.

As well as working with employers to develop the Pilot, and provide commitment to jobs for our target clients, we also have an opportunity to influence and assist employers be more open to recruit from disadvantaged communities where historical discrimination may be evident.

From investigation to date, it is evident that the majority of large businesses in West London are engaged in one or more ways with local and regional initiatives. It is therefore important that engagement with the WLW Pilot is managed and positioned appropriately.

5. Current West London Activity

5.1 Funding

The provision of services to support people into employment is not co-ordinated across West London as a whole. In addition to the JCP activity, support is provided by a wide range of public bodies and voluntary and community groups, including two major regeneration partnerships. Some support is focused on localities or neighbourhoods, some on boroughs and some crosses borough boundaries. A number of projects target all workless people whilst others focus on particular needs e.g. disability or refugees.

Funding to underpin delivery is obtained from a range of resources including the LDA Single Programme, LSC and JCP main PES lines, LDA thematic programmes, ESF and ERDF. Some boroughs have been able to provide funding from their own resources – main budgets and through S106 – and, with LSPs, through the NRF where applicable. LEGI and LAAs (reward grant) provide additional potential revenue streams. This activity is also supported by employer participation, both through HR strategies and CSR strategies.

In addition to the above, the LSC has just completed a major tendering exercise for the use of ESF to support projects aimed at helping the workless. Projects commence in July 2006, and aim to fund activities that enhance the support available through mainstream funds.

Funding streams, even when seeking to obtain the same basic outcome, are fragmented in terms of timescales, criteria (eligibility/spatial etc), output measures, conditions and reporting requirements. Some can be highly prescriptive in how they can be used with regard to the client/customer group and their needs.

5.2 Priorities

At a borough level, LAA and LSPs provide the method by which boroughs and their partners have sought to co-ordinate and focus activity and resources on tackling worklessness. However, from an initial survey of LAAs in preparation or completed, the extent to which they seek to prioritise and tackle worklessness is varied. In addition the scope for influencing and

aligning national and regional funding and activity through LAAs is very limited, and this is where the City Strategy Pilot can have significant influence.

Although the GLA group undertake and promote strategic spatial planning and economic development implementation planning at the sub-regional level, (in West London this is with the West London partners), there has to date been no mechanism or system created to work together to focus on raising the employment rate and to achieve real improvements in productivity and effectiveness in meeting the workless customer's needs. Indeed there is currently no mapping of the current West London provision or understanding of its overall performance in tackling the issue and addressing the issues faced by people not in employment. Moreover, there is no systematic approach to sharing learning and good practice.

However, there is significant good, developing, locally based practice in West London providing clients with support to get into employment. Examples include Brent in2 Work, Refugees into Jobs and Heathrow City's Routes to Work. In addition, a number of Registered Social Landlords and ALMOs in the Pilot area have well established employment initiatives to help residents into jobs and training. There is a sub-regional initiative to tackle homelessness and worklessness is an important dimension of that.

Voluntary and community sector organisations in the area are delivering a number of programmes, particularly around the barriers to employment being faced, for example Action Acton, Urban Partnership Group and Project 2041 who have facilitated the gap between worklessness and supporting clients into direct paid employment. Some of these organisations host their own training forums with BAME and refugee communities, and Mind is represented in each borough, delivering extensive programmes to those with mental health issues.

5.3 Business Engagement

There is a strong base of business engagement and leadership in economic development and tackling social exclusion in West London. The sub-regional business chamber, West London Business has a large number of the leading and medium sized businesses in its membership and has a strong and developing CSR programme. Park Royal Partnership is business-led and has over 300 business members including multinationals such as Diageo, major businesses like Carphone Warehouse and many small businesses. Park Royal/Wembley/White City is also a City Growth Strategy area with Cluster Action Teams of local businesses working to develop initiatives supporting three sectors – food and drink, film and TV, and transport and logistics. Heathrow City (also a City Growth Partnership) has strong business engagement and leadership, particularly with business around the airport, including BA and BAA.

Some active borough based business partnerships also exist. Many of the businesses involved with these initiatives and organisations are already engaged in supporting programmes getting people into work – BAA in the Heathrow City Routes to Work programme and Quintain and Wembley National Stadium in the Brent in2 Work project. There is therefore much to build upon in terms of business engagement and leadership in West London.

It is recognised that as providers of employment, SMEs will require different interventions and support to larger corporates and public sector employers, and the WLW will take this into consideration during the design of its Pilot offering.

It is also important to note that a large proportion (estimates range between 20% and 30%) of employment in West London is in the public or not for profit sectors and this also represents an important pool of employment opportunities for people not currently in work. Schemes such as the recent LDA funded Hammersmith Hospitals project indicate the scope that exists, particularly for public sector jobs where there are high levels of agency and temporary staff

being utilised at the moment, for recruiting local people into work that could have the added benefit of a lower level of staff turnover and a more stable workforce.

This proposal argues that the scale of West London provides real opportunities for a collaborative approach to developing a client (employer and workless person) focused set of interventions which will challenge, support and develop current good practice and promote new and creative solutions where none currently exist. In particular, West London is the right labour market level to provide substantial opportunity and the right scale on which to integrate and align resource streams. Our experience also shows that a Pilot of six boroughs is an optimum size from which real and collaborative operation delivery can be planned and undertaken - many less and the scale advantage is lost; many more and the complexities of managing relationships and aligning opportunities becomes too great.

6. WLW Target Groups

Current consensus amongst Consortium members, as evidenced at the WLW Workshop on 20 June 2006, suggests that rather than identify specific disadvantaged groups to whom our approach will be tailored, focus will be placed on structuring Pilot interventions to address the often multiple levels of disadvantage experienced by our client base. The experience in West London is that it is seldom the case that clients face a single disadvantage and it is most likely that they experience multiple issues and barriers to moving into work. Therefore our activities will be focused on clients who are on incapacity benefit or lone parents (or parents where there is one economically inactive partner) many of whom will be from BAME and/or new or newly-arrived communities. By tackling workless parents we will as a consequence, impact positively on child poverty levels in our region.

It is also proposed that research to identify individuals not claiming any benefits but who are out of work will be initiated and fed into the WLW plans.

The Consortium is in agreement that a balance needs to be found between helping those closest to being employment ready, and those harder to reach, with no skills and facing multiple barriers to securing employment.

Spatially, support will be targeted where there are high concentrations of the client group and that tends to be where there are estates of social rented accommodation, households in temporary accommodation or areas of houses in multiple occupation. Our mapping has demonstrated that these concentrations by and large are in close proximity to areas of high concentrations of employment and job opportunity. *See Appendix 2.*

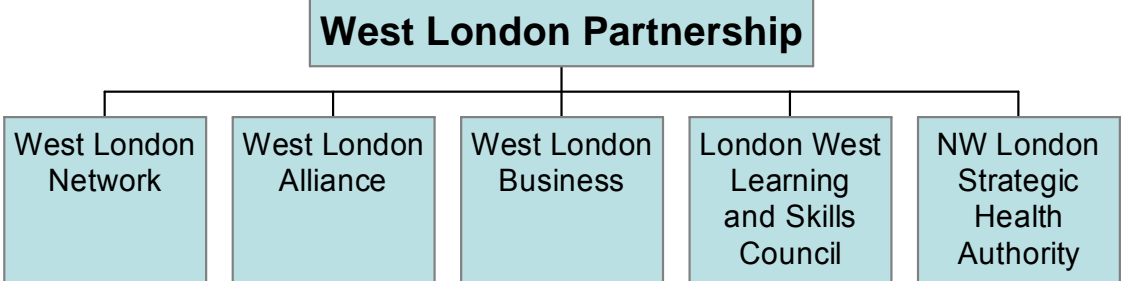
Consultation has begun with Registered Social Landlords in Hillingdon, to ascertain what they consider to be priority areas of focus, and how best we can engage residents currently far removed from the labour market, and the findings of this work will be used to inform WLW planning.

7. Consortium Members and Structure

Governance and management arrangements are the subject of current discussion between stakeholders in West London in order to ensure that there is an effective and robust structure in place, and that it is fully supported by all partners. We expect to conclude these discussions in early in the development of the business plan, and aim to ensure that governance and accountability are clearly defined and accepted, and the responsibility of the Strategic Board in this area is confirmed.

The proposition which is being developed and consulted on is set out below.

The West London Partnership (WLP) is currently the key strategic partnership vehicle for collaboration in West London. It comprises the West London Alliance, West London Business (the sub-regional business chamber), West London Network (the network body for over 3,000 voluntary and community groups), the LSC and the SHA. The WLP is co-chaired by the business chair of WLB and the council leader, who is chair of the WLA.



WLP programmes are primarily strategic in nature and set the overarching context for West London, particularly the economic development strategy. The WLP will provide support and guidance to the WLW Board that will be established to manage and deliver the WLW Pilot.

The WLW Board will benefit from operating in the framework of, and with the contacts of the WLP. The chair of the Pilot Board will link with members of the WLP board, though the precise nature of this engagement is yet to be determined. We believe though that a close, formalised relationship between both Boards will enable us to avoid confusing and overlapping offers of participation and leadership to businesses in regeneration and economic development programmes.

Depending on the shape and direction of the project as it develops, it is likely that the Board will wish to consider appointing advisors. For example, these might include academic partners involved in the recently announced West London Lifelong Learning Network (a HEFCE initiative aimed at offering advice, guidance and information to individuals from non-traditional sources); the Princes Trust (who have recently launched a new Apprenticeship Scheme with leading local employers and colleges), those associated with the new London Child Poverty Commission, and the Sector Skills Councils.

This WLW Board will be employer led and responsible and accountable for strategy, direction and financial management of WLW, the setting of targets and the monitoring of performance, plus proactive influencing of national and regional government, the active engagement as employers of the wider business community and for championing the Pilot’s aims and objectives.

The Board will need to be supported in their work and in delivering the aims and objectives of the programme by a small pilot management team of full time staff and by an operational group which brings together the partners’ expertise and key delivery and funding operations. There is also a need for an interim management structure for the development and establishment of the Pilot.

Proposals for the interim arrangements and the Board, management and operational group are set out in *Appendix 3*.

Given the importance of securing high level business engagement in the Pilot the LDA, WLA and WLB will be meeting NEP on 12 July 2006 to plan how this can be achieved as early as possible in the process.

8. Delivery

8.1 Pilot Principles

In approaching this Pilot we believe there are some key principles about the design of services to meet the needs of clients and businesses. These are based on sound experience and include:

- ❑ Client focused services – not system determined and siloed
- ❑ A strong local focus
- ❑ Innovation and diversity of service provision tailored to client needs
- ❑ A strong partnership with business to design solutions to meet business needs, and with training providers, to ensure solutions meet demand requirements and are fit for purpose
- ❑ Engagement from employers to provide committed opportunities for our clients
- ❑ Strong and effective partnership working with the health, voluntary, community and housing provider sectors
- ❑ Strong partnership between health and social care with employment training provision and business
- ❑ Integration of services with mainstream provision
- ❑ Clarity around Pilot partner roles and interactions
- ❑ Setting strategic direction and a robust framework through strong partnership
- ❑ A good line of sight through the whole system to business and employer requirements.

8.2 Implementation

We will do this through a staged approach designed to re-align and re-engineer our existing processes and services, and will work collaboratively to improve and enhance them.

Stage 1 – July and August 2006

We will start by producing a baseline position comprising –

- existing provision, its effectiveness, productivity and outcomes and resources going into it;
- a critical understanding of the relationships between interventions and projects and the degree to which they align and reinforce our aims and objectives, or to which they contain overlap and duplication;
- an understanding of existing partner working models, funding streams and delivery capacity, to identify strengths and weaknesses that the Pilot can address;
- a sound understanding of client needs (people and businesses) gained through rigorous and innovative use of data on the one hand and direct work with customers to understand properly their experience of the current system and what works and does not work for them;
- an analysis of what is successful practice and what systems exist for sharing and replicating that practice;

Stage 2 – September 2006

From this we will begin to identify where gaps exist between client needs (people and business) and where there are barriers to improving performance within our current systems and services, or where current systems and services do not refer / engage. This will be a continuous process throughout the Pilot programme.

Stage 3 – September-October 2006

Targets for improved performance and the increase sought in the employment rate will be negotiated and agreed between partners and with Government. These targets will be at the programme level, continuously looking two years ahead and mostly expressed as system improvements and employment rate targets that are sustainable in the long term.

In addition, during the Pilot programme, longer term planning and target objectives will be established to ensure Pilot activity creates a sustainable and longer term solution, driven by awareness of future, pipeline employment opportunities.

We will also agree at this stage amongst partners what system design and re-engineering needs to be done in order to achieve our objectives and targets. At this point we will be able to identify the initial freedoms and flexibilities that we will require.

Stage 4 – September onwards

Through the programme management arrangements that we establish, we will undertake the necessary measures to develop, change, re-align or scope new services for clients not in employment, businesses and other employers.

We expect this to be an iterative process where learning and understanding of the key issues gained through implementation of our programme of improvements is used to inform and refine our action plan. This may lead to further requests for freedoms and flexibilities.

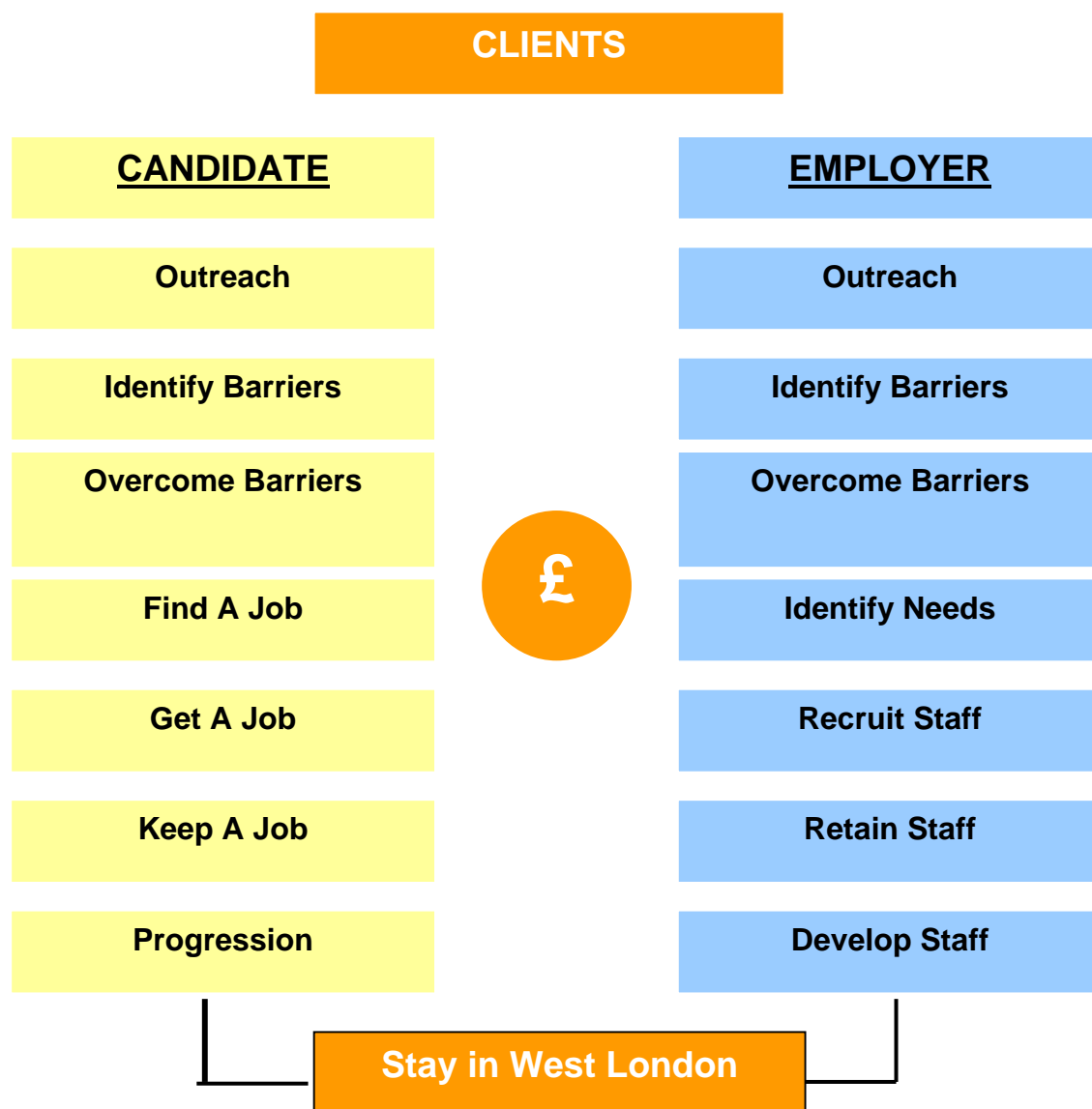
Based on our already extensive experience of operating projects and programmes to tackle worklessness, we would expect our actions, once evidence has been secured, to include –

- Development of the capacity of partner organisations to respond to reducing worklessness, as per the reforms outlined in the Green Paper (including PCTs, Adult Social Care services, plus JCP and others), and foster dialogue and collaboration between employment, benefit and healthcare sectors.
- Capacity building and training to improve the quality and effectiveness of frontline outreach staff, working and supporting people not in employment.
- Increased / improved access to central points of access for advice and support in finding, securing and retaining employment, whether this be through outreach and/or local centres.
- Reducing the flow of people from employment to benefits as a result of developing long term health conditions and disabilities when in employment.
- Merging and/or rationalisation of projects where they are not performing as effectively as needed, not excluding the possibility of closure of some schemes and the reinvestment of the resources released more productively. This released funding will be invested into the Pilot project.

- Building on successful projects either by expanding them or by sharing the learning and replicating the model (adjusted for local circumstances as necessary).
- Creating a clear, accessible progression path: initial support → training → into work programmes → sustained jobs.
- Creating new and innovative projects with businesses to meet client needs that are not currently being addressed.
- Simplifying and aligning better funding streams and targets – local, regional and national – towards the targets and objectives of the project. In addition, alignment of partner funding streams and contributions to support delivery of Pilot initiatives.
- Working with service providers to develop better and more tailored/responsive interventions to help tackle the barriers to work and training such as improvements to mental health interventions aimed at depression (see “A New Deal for Depression and Anxiety Disorders” LSE June 2006)
- Engaging with business to inform the Pilot, to drive design, implementation and negotiations on a wider scale.
- Recruiting more businesses to commit to providing opportunities, and better structuring their involvement in the design of delivery projects and the support provided to clients in employment and training and businesses.
- National and regional organisations devolving management to the project in order to improve local delivery to ensure it is responsive and that partners are capable of being flexible and innovative.
- Improving linkages and creating new ones where necessary between large businesses/ large-scale employment opportunities, such as Heathrow T5, the Wembley redevelopment and the White City development, and our target groups.
- Providing the framework and resources to ensure that learning and good practice is shared and disseminated across the sub-region between all participants in order to raise levels of performance.
- The development of multi-agency locality action plans in our target areas to identify where we need to focus on improving access and support

9. Process Model

In order to inform our re-engineering and re-design of current services to clients and businesses we propose to use the following process model which has been successfully developed and applied to Brent in 2 Work by Brent Council and its partners.



WLW will consider how well services perform for each client group at each stage of the process and look at how we can develop the quality and effectiveness of the service or design new ones for unserved/poorly served target groups. We will particularly focus on that part of the process where barriers need to be overcome in order for clients or business to enter into pathways to employment. Some of the barriers, such as a severe shortage of insufficiently trained and experienced outreach staff, have already been mentioned above. The application of a process model (which will be more sophisticated than the simplified model shown above) will enable a structured and rigorous approach to be adopted and its methodology well known to local authorities and businesses in designing customer facing services. A considerable body of literature, experience and good practice is available to draw upon.

10. Evaluation

Given that this is a pilot project from which a key outcome will be learning, we regard evaluation as fundamental to our project plans. Evaluation is most effective and relevant when it is built into the project from the outset with evaluation metrics agreed by all partners, including funders, with the information that is needed for successful evaluation acquired during the lifetime of the project. We therefore propose to appoint consultants to undertake the

evaluation as early as the award of funding permits. Possible engagement with academic partners to use the Pilot as a research in action project is being considered.

11. Evidence base, performance management and monitoring

A central issue to have emerged in the consideration of this pilot is the need to have access to a strong evidence base on which to plan. At present this is not available at a West London level (or indeed at the London level) and is fragmentary below that. This has been confirmed by research undertaken by the WLA, with the support of the LDA, in investigating the business case for a shared information service called the West London Intelligence System (WLIS).

The System's design is significantly advanced and would provide the platform for the data and resources to enable all partners to have access to the information required to plan and performance manage services. Complementary work being undertaken by the London Borough of Ealing will provide models for information sharing protocols to underpin the exchange of data necessary for good performance management. Implementation of such a system will be an important step in providing support for the Pilot development and management, and investigation will be undertaken during the Summer to cost and plan roll-out.

There is experience of monitoring and tracking systems in West London. Hammersmith & Fulham Council tested a system and Brent Council is currently rolling a system out for Brent in2 Work. We will be learning from these systems and developing an approach in our Pilot as a key aspect of performance management and client feedback. It is likely that the system will need to be based on a consent model and involve the co-operation of all administrative and operational parties, which is likely to mean operational flexibilities will be required for them. In West London we have good experience of information sharing and related protocols on which to build – for instance our ELSID system for social services clients.

12. Impact on LAA and other local initiatives

It is predicted that through engagement with a wide range of partners during this Pilot, alignment of actions and targets in LAAs will occur, and through the sharing of best practice, provide boroughs with a wider range of options to draw upon to assist in achieving LAA targets. LAA targets and commitments will continue to be managed by each borough, but through participation in the Pilot project, achievement of these targets will be supported and enhanced.

It is proposed that WLW will explore how LAA targets can be stretched by drawing on the freedoms, flexibilities and initiatives developed for the Pilot. In addition, the Pilot will establish its own targets that will in part complement LAA targets, but will also set new, Pilot specific targets.

13. Next actions

The Project Team will convene in early July to begin the detailed planning, with a view to formulating an evidence based, robust business plan for consideration by the DWP at the end of October 2006. During the business planning period, dialogue will be maintained with DWP and NEP.

On behalf of WLW, London Borough of Ealing (as the accountable body for the WLA) will secure the initial seed corn funding for the period to end March 2007 once confirmation has been received from DWP regarding the process and documentation required.

Comments on this interim Proposal are welcomed at any time during the business planning period.

30 June 2006

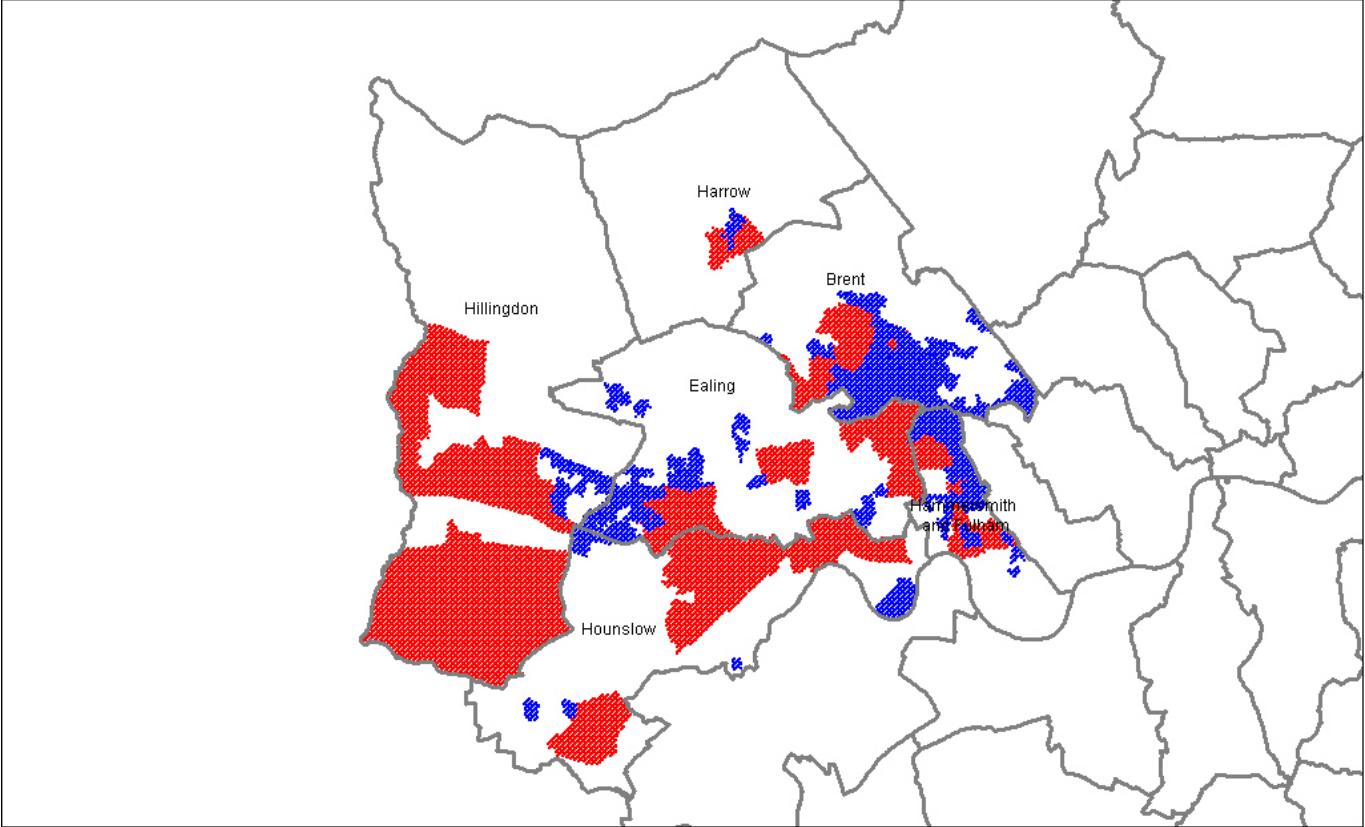
Appendix 1 – Boroughs and Wards – WLW

<u><i>Boroughs</i></u>	<u><i>Wards</i></u>
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	Tokington
Brent	Welsh Harp
Brent	Wembley Central
Brent	Willesden Green
Ealing	Acton Central
Ealing	Cleveland
Ealing	Dormers Wells
Ealing	Ealing Broadway
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

Appendix 2: Map of benefit claimants and job concentrations

Data source: JCP and Annual Business Inquiry

Red: job concentrations (wards)
Blue: benefit claimants (SOA)



Appendix 3 – Structure, Roles and Responsibilities

FROM JUNE TO AUGUST 2006

PROJECT TEAM			
Members	<ul style="list-style-type: none"> ▪ LDA* ▪ WLA ▪ 2 borough reps ▪ JCP ▪ LSC ▪ WLB ▪ WLN ▪ Health ▪ W. London Housing Strategy Group 	Remit	<ul style="list-style-type: none"> ▪ Prepare business plan ▪ Produce baseline ▪ Develop interventions ▪ Design and create communications plan ▪ Business Relationship Management ▪ Recruitment of Board and Staff ▪ Project Management ▪ MIS / Monitoring ▪ Evaluation set up

* LDA will manage ongoing relationship management with DWP and NEP

FROM SEPTEMBER 2006 - FOR DURATION OF PILOT

STRATEGIC BOARD			
Chair: Business Chief Executive Vice: Borough Chief Executive			
Members	<ul style="list-style-type: none"> ▪ 4 Business Chief Execs ▪ 2 Borough Chief Execs ▪ LDA ▪ WLA ▪ GLA ▪ JCP ▪ LSC ▪ Health ▪ WLN 	Remit	<ul style="list-style-type: none"> ▪ Set targets ▪ Monitor performance ▪ Authorise spend ▪ Direct / adapt strategy ▪ Act as champions – regional and national influencers ▪ Employer engagement – particularly business

OPERATIONAL TEAM Lead: 1 Borough Director + LDA			
Members	<ul style="list-style-type: none"> ▪ 6 Borough reps ▪ LDA ▪ WLA ▪ JCP ▪ LSC ▪ Business ▪ Health ▪ WLN ▪ HE/FE ▪ WLHSG 	Remit	<ul style="list-style-type: none"> ▪ Project management ▪ Measurement ▪ Reporting to Strategic Board ▪ Management of third parties ▪ Financial management ▪ Management of Strategic Board Secretariat
		Activity Strands	<ul style="list-style-type: none"> ▪ Access / Skills ▪ Business Engagement ▪ Performance Management



SECRETARIAT Dedicated team to be recruited			
Members	<ul style="list-style-type: none"> ▪ Project Manager ▪ Admin ▪ Data support 	Remit	<ul style="list-style-type: none"> ▪ Setting of meetings and distributing papers ▪ Operationalise Project Team requirements ▪ Support to Operational Team and Strategic Board