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Economics and Planning Consultants

# West London Working – Business Partner Programme

## Final Evaluation

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# 1 Executive Summary

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This document sets out the findings of the final evaluation of the West London Working (WLW) Business Partner Programme. Following a competitive procurement process WLW appointed Park Royal Workforce (PRW) to deliver the programme on its behalf.

This final evaluation covers the whole of the programme from inception in December 2009 to close in February 2011. An interim evaluation was prepared that reviewed the initial phase of the work up to the start of the mentoring meetings in June 2010.

The evaluation sought evidence from a number of sources including: meetings with the funders and programme operators; surveys and interviews with participants and review of source materials and documents.

This document follows the format set out by Roger Tym and Partners and that has been used for the meta evaluation of all the West London Working programmes.

## 1.1 The Business Partner Programme Offer

The West London Working Business Partner Programme sought to use West London businesses to provide leadership and management support to delivery staff working in the providers of employability and skills services through mentoring.

By making employability and training providers more aware of the needs of employers and helping them take onboard good management practices it was hoped that the services offered to those looking for work would become more demand-led and hence more effective. In turn this should lead to an increase in workless residents securing employment.

A key element of the programme was to address the challenges posed by a system of employment support that is perceived to be overly supply-led and not adequately responsive to the needs of local employers.

The programme was designed around line managers from private businesses providing mentoring support to frontline staff from employability and training providers. In addition to offering assistance on a one to one basis the mentors were intended to provide access to key business functions so that the providers could take on board good business practices.

The programme was run as a pilot, with a view to testing a range methods and support as well as developing a model that could be replicated in the future.

Following a period of planning and development marketing and recruitment were undertaken to attract both mentors and mentees. As a pilot a variety of recruitment methods were used including; working through the WLW Board, using of the WLW and PRW websites, accessing the WLW Confederation of Employability Providers, direct email and telephone campaigns, an e-newsletter, and promotion through PRP affiliates such as the Director's Club and other networks and relationships.

Following a delayed start to the recruitment the time available for this was shorter than originally planned.

Once the mentors and mentees were recruited they were matched. Two approaches were used; one relied on telephone and email contact, while the other involved face to face interviews with both the mentees and mentors.

After a set of induction meetings the core mentoring took place. Participants were encouraged to arrange these in advance and hold them at both mentor and mentee premises. They were also asked to share their goals and objectives. To encourage trust all the participants were required to sign a confidentiality agreement.

In addition to the mentoring a set of four workshops and events were held. These were: a workshop on recruitment best practice, a daylong 'Seeing is Believing' experience organised by Business in the Community, a business growth seminar run by Brunel University and a final review and celebration event.

The Business Partner Programme was undertaken by PRW for a fee of £80,300 plus VAT.

## 1.2 What the Programme aimed to achieve

The overall objective was to make the delivery of employability support in West London more demand led. However, the individual participants indicated a range of objectives for themselves and their organisations. While the mentees (from the employability providers) noted a desire for personal development and expertise on how to engage employers, the mentees tended to be more concerned about giving something back.

The project brief required that a minimum of 10 businesses (as mentors) and 20 employment support providers (as mentees) participate on the programme.

## 1.3 What the Programme actually delivered

A total of 14 mentors were recruited along with 21 mentees from 19 provider organisations. Thus the target for mentors was achieved comfortably and the one for mentees missed by one. However, the original aim was that the mentors would be drawn from employers; large and small businesses, public and third sectors, rather than specialist mentors and training firms. Of the 14 mentors involved only three could be identified as meeting the original profile. The balance of the mentors were from micro firms. Moreover, they tended to be professional mentors or personnel specialists rather than line managers with some training in mentoring.

Both mentors and mentees indicated that they largely met their personal objectives for participation and that this achievement was, at least partially, due to their taking part. Thus there was an element of deadweight but this was not significant. On mentee commented; *"I had a 'third sector' mentality before starting the programme. My mentor has helped me to change the way I see things and more importantly, how I do them, and as a result I now recognise [my organisation] as a competitive business with an excellent product."* One of the mentors noted *"I was able to develop my own team which led to better staff and customer satisfaction, which is what we are striving for. It was a win-win all around"*. These suggested that the Business Partner Programme achieved some significant success.

Achievements were not limited to individuals. The participants noted that their organisations; both businesses and providers also benefited. Overall, the extent of the benefit was somewhat less than for personal objectives. Two notable successes were achieved; one provider was able to make significant changes to his organisation and overcome the loss of major contracts following

intervention by his mentor; and a large catering multinational signalled its approval of the programme as a training tool by making a further five mentors available.

The participants judged that the programme was run well.

A significant change to the original concept was the use of professional mentors. Originally it had been assumed that all the mentors would be operating managers from mainstream employers. However, when efforts to secure mentors from large employers were largely unsuccessful, with only three companies engaging on a corporate basis, PRW decided to utilise professional mentors working on a pro-bono basis. In order to supplement the programme additional input was provided in the form of presentations by large employers and a workshop on latest business practice.

The use of professional mentors does appear to have enhanced the programme with the mentees reporting that they benefitted from having experienced mentors.

The participants also indicated that they benefitted from the extra sessions; “The training provided me with ‘food for thought’ and got me thinking outside the box” and the interaction with colleagues; “Great opportunity to meet other participants and gain an important sense of community”.

In terms of what worked well, and what worked less well, the participants identified three key positives; good communications throughout the programme, the sense of belonging generated by the programme structure and that PRW staff were open minded and flexible.

The only negative comments related to the initial administration and lack of choice of mentor for the mentees

The predominant use of professional mentors, rather than line managers means that it is difficult to test the logic underpinning the programme with any degree of robustness. However the two participants from employability providers who were mentored by managers from large companies both reported significant benefits to both themselves and their organisations.

Overall there is sufficient evidence to suggest that the logic chain is sound, even if it cannot be judged formally ‘proven’.

Two cases studies are presented. The first features a mentee from Cricklewood Homeless Concern and a mentor from Compass Group, and the second a mentee from Cams Training and a mentor from a large telecommunications provider. In both cases the mentees and mentors benefitted from participation, though their circumstances were very different.

#### **1.4 Strategic Added Value**

The evaluation seeks to establish the extent to which WLW’s funding of the programme led to any additional benefits over and above those gained by the participants. The limited scope of the programme and absence of any other funding suggests that there was little Strategic Added Value achieved.

#### **1.5 Evaluation Value for Money**

The programme cost £80,300 plus VAT to operate. While this equates to a unit cost of £3,824 per participating mentee, the programme sought to achieve additional objectives that are less easy to convert into financial value.

The programme was a pilot so it investigated a number of alternative approaches to matching mentors and mentees, provided significant training and tested the effectiveness of using professional

mentors. As such, it had to be evaluated by an external organisation, with the cost being borne by the programme. A toolkit to enable similar programmes to be run in the future was also prepared.

Two aspects of market failure were identified; co-ordination and information failures, which justified public intervention.

The development of the toolkit and collection of evidence on the benefits to be gained, meant that a similar programme can be run in the future at a significantly lower cost. Overall, the programme is judged to have achieved value for money.

## 1.6 Lessons learned and conclusions drawn

The programme, to a large measure, appears to have achieved what it set out to do. While the programme did not quite meet its operational targets as it fell short by 5% on the number of employability providers recruited, overall it appears that the participants met their own objectives.

West London Working's statement of requirements indicated that 'the aim of the programme was to help address problems with a supply led system with disjointed employer engagement'. Statements made by participants from the employability providers would appear to suggest that they were much more aware of employers' needs and have started to change their behaviour in order to respond to these needs. On this basis, the programme can be said to have achieved what it set out to do.

A number of lessons have been learned from the experiences of running the pilot WLW Business Partner Programme.

It is clear that mentoring is an effective tool for delivering personal development and organisation change. There is also strong evidence that employability and training providers benefit from engaging with mainstream employers.

Other important lessons learned include:

- Effective matching of mentors and mentees leads to more effective relationships. Personal involvement in understanding the needs of mentees and the experience of mentors seems to be key to this. However, this does not need to be a lengthy process. The parties need to be kept informed and delays minimised.
- Running these activities within the context of a programme encourages participants to remain on the programme, network and share experiences.
- Both professional mentors and line managers from mainstream employers with some training in mentoring can be effective. Neither should be considered as better than the other. They are different. The approach to be adopted should reflect the specific needs of the mentees.
- Marketing and recruitment are challenging and time consuming. Significant resources and time need to be allocated to this from the outset. Engaging large corporations takes time and may demand several 'points of entry'. Experiences suggest that employers are unclear about the potential benefits that they can gain from having staff participate. Effective communications are vital. Using the experiences of former participants is likely to prove effective; *"I thought I knew what I wanted from participating on the programme. However, what I received was what I needed. A thoroughly challenging yet immensely rewarding experience"*. There is ample evidence from the survey and the case studies that employers and providers benefitted. Compass Group was adamant that they see the Business Partner

Programme as an ideal tool for developing potential high performers. They have backed up this statement by making a further five managers available as mentors.

- Allowing a sufficient timeframe for the mentoring to take place is important along with ensuring that enough meetings take place. Arranging (all) the meetings in advance is one way to achieve this.
- Employing a manager to recruit the participants, match mentors and mentees, run any associated events and undertake ongoing communications helps generate a sense of programme and maintains momentum.

## 2 Introduction

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This report presents the final evaluation of the West London Working (WLW) - Business Partner Programme undertaken by Park Royal Workforce (PRW) and commissioned by West London Working.

West London Working brings together the partners responsible for employment and skills with the aim of tackling the high and persistent number of West London residents not in employment. It is one of 15 City Strategy Pathfinders launched by the Department for Work and Pensions in May 2007.

The Pathfinders cover cities across Britain, testing how best to build a partnership of government agencies, local government and the private and voluntary sectors to help more jobless people to find and progress in work. Pathfinder partnerships aim to join up employment and skills provision and increase its effectiveness.

WLW covers the following Boroughs: Brent, Ealing, Hammersmith and Fulham, Harrow, Hillingdon, and Hounslow. The WLW 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 residents in employment and a reduction in child poverty’. WLW is governed by an employer-led Board whose membership includes large employers in West London including Arora Hotels, Compass and BAA.

WLW’s original Statement of Requirement specified that the West London Working Business Partner Programme was to be a mentoring scheme that maximised “large employer’s corporate and social responsibility to link them with employability and skills service providers in order to support their business development and ultimately support workless residents on their journey to sustainable employment”.

Following a competitive procurement process, WLW appointed Park Royal Workforce to deliver the programme in late 2009.

Park Royal Workforce is a subsidiary of Park Royal Partnership. PRW is active in two main areas; recruitment and training. Its operations are primarily focused on supporting businesses and candidates from the Park Royal industrial estate in west London. In addition to commercial activities PRW is involved in funded programmes and has active engagement with the employability and training providers across West London. Park Royal Partnership is governed by a Board made up of local businesses and representatives of key public sector bodies such as local authorities and the NHS.

The Business Partner Programme was initiated in December 2009 and was scheduled to be completed by the end of March 2011. Participants to the programme, both mentors and mentees, were recruited during March to May 2010. Following a process of matching mentees to mentors together with training, formal mentoring sessions started in June and completed by early December 2010. A toolkit comprising of a set of working templates and guidance notes was also delivered by the end of the programme.

### 2.1 The evaluation brief

The aims of this evaluation are to:

- Establish the extent to which the WLW – Business Partner Programme achieved its intended objectives.

- Provide feedback and guidance to Park Royal Workforce, West London Working and other stakeholders on how they may learn from the programme and put these lessons to use in the future.

The evaluation was undertaken by Bone Wells Urbecon, an independent consultancy in order to ensure that the work was, and could be seen to be, objective and capable of scrutiny.

The evaluation covers the full life of the WLW Business Partner Programme and includes:

- Interim (formative evaluation)
- Final (summative evaluation)

This report covers the final evaluation and focuses on the overall performance of the Business Partner Programme and the lessons learned. While all the key findings of the interim report are incorporated within this document, readers should consult the earlier volume should they require further details regarding the early part of the Business Partner Programme.

The interim report was intended to provide feedback on the early part of the programme with the aim of:

- Ensuring that the original intentions of the programme were being followed.
- Validating the logic underlying the programme.
- Making any necessary changes to the programme.

The interim report was submitted to WLW and PRW in late 2010 and is published on the West London Working website.

## 2.2 The methods used in the evaluation

The evaluation was undertaken in two parts:

- Part one covered the interim evaluation and focused on the underlying logic of the programme as well as the initial set up and recruitment of participants.
- Part two covers the all the mentoring activities and seeks to establish the extent to which the programme met its objectives.

In terms of method of approach, both parts involved meetings with the delivery organisation, commissioners and participants, review of relevant literature and a survey of the participants.

### 2.2.1 Part One – interim evaluation

The interim evaluation sought to review the logic underlying the programme, assess the performance of the initial stages against the plan and provide feedback.

The method used involved:

- Attendance at meetings with the delivery team, the commissioners, and potential specialist providers to discuss the programme and its operations.
- Meetings with the delivery team and commissioners to discuss the evaluation.
- Informal discussions with programme participants about their own experiences.
- Reviews of programme materials such as marketing brochures, presentations, feedback sheets etc.
- Surveys of participants and potential participants. Four separate surveys were carried out with; participating mentors and mentees and with those who had indicated an interest in

taking part as either mentors or mentees but who, for a variety of reasons, did not do so. The surveys were originally undertaken online, but were supplemented with telephone calls following technology failures.

### 2.2.2 Part Two – final evaluation

A similar method was adopted for the final evaluation. Work included:

- Attendance at the Business in the Community (BiTC) “Seeing is Believing” event. This featured three large businesses that were actively seeking to recruit staff including from non-traditional sources such as via the 3<sup>rd</sup> sector providers attending the Business Partner Programme.
- Attendance at review meetings between PRW and WLW.
- Informal meetings with PRW to discuss progress and performance.
- Review of programme materials including mentoring reports. Note that as the mentoring reports are confidential all references that may identify the participants have been removed.
- Two Focus Groups involving participating mentors and mentees.
- An online survey of participating mentors and mentees.
- Telephone interviews with a selection of participants to prepare illustrative case study materials.

## 2.3 Structure of the report

This report brings together the results of the interim and final evaluations.

### 2.3.1 Interim Report

The interim report comprises eight sections:

- Summary
- Introduction to WLW Business Partner Programme
- Programme as planned
- Programme in practice
- Evaluation Findings
- Conclusions
- Recommendations
- Appendices including copies of marketing materials, survey results and participating organisations

As the first report in the series, the interim report set out the rationale for the programme and the underlying logic chain used to develop the details of the programme. For the sake of clarity much of this material is replicated in the current document.

### 2.3.2 This report

To ease the evaluation of the overall WLW programme the structure of this report follows the one set out by Roger Tym & Partners who has been engaged to undertake the West London Working programme meta evaluation. The document is made up of nine sections:

- Executive Summary
- Introduction

- What, where, who and how – this sets out the programme offer
- Defining what the programme aimed to achieve
- Has the programme delivered what was hoped?
- Evaluating the strategic added value
- Evaluating value for money
- Summarising the lessons learned and drawing conclusions
- Appendices

For details of the logic and rationale underlying the Business Partner Programme, readers are referred to the interim report.

The introduction provides a background to the evaluation and what it seeks to achieve; for both WLW as an organisation wanting to develop and promote methods for tackling worklessness; and for PRW as a social enterprise actively engaged in delivering services to those seeking work and other support providers.

The next chapter sets out a broad description of the Business Partner Programme including the nature of the activities undertaken, the objectives, and timescales.

Section four defines what the programme aimed to achieve. This focuses on the original vision, target outputs and outcomes and details the logic underpinning the programme itself. The notion of an explicit 'logic chain' is a relatively recent development. The aim is to set out clearly the initial challenge and how the programme sought to address this. It provides a robust yardstick to measure the performance and structure of the programme and is useful for drawing out lessons for the future.

The next section sets out the achievements of the programme against its objectives. It also seeks to establish how well the programme was run and what improvements could have been made.

Section six explores the extent to which there has been any strategic added value. Strategic added value refers to three overarching goals; leadership and 'place making', influence and leverage and synergy and engagement.

Evaluating value for money is addressed in section seven.

Lessons learned and conclusions are set out in section eight. The chapter addressed matters such as; whether the programme achieved its goals, immediate and longer term impacts, what elements worked well and what less so and lessons learned.

Finally, the appendices include a range of relevant information including details of participants, the survey forms and results. A copy of the Best Practice Report on Mentoring prepared for the programme is provided as a separate attachment.

## 3 What, Where, Who and How: The Business Partner Programme Offer

---

### 3.1 Introduction

The Business Partner Programme brought together mentees from employability and training providers and mentors from a range of large and medium sized businesses and specialist personal development consultancies. The aim of the programme was to enable employability and training providers to build links with local employers. By understanding the needs of employers more precisely providers should be better placed to prepare those seeking work. The principal method used to transfer this knowledge and understanding was through mentoring; with managers from employers acting as mentors and staff from the providers as mentees.

### 3.2 What was the nature of the activity?

The programme centred around a set of six mentoring sessions between the mentors and their mentees from the employability and training providers. In addition, mentors and mentees were offered additional training and networking events.

The programme involved six key stages:

- Development
- Marketing and Recruitment
- Matching and Induction
- Mentoring
- Training and Review
- Close

It should be noted that WLW operated three rounds of tendering before successfully engaging PRW. This had the effect of reducing the overall duration of the programme from two years to one.

#### 3.2.1 Development

The development work included: preparing a Mentoring and Coaching – Summary of Good Practice report; setting out the agenda for the induction, training and review events; agreeing the marketing and recruitment plans and putting in place the administrative arrangements.

For the final stage of the programme a toolkit was prepared to enable others to run similar activities and to benefit from the development work undertaken as part of the Business Partner Programme.

#### 3.2.2 Marketing and recruitment

Marketing involved promoting the programme and recruiting both mentors and mentees. As a pilot project a variety of recruitment efforts aimed at attracting mentors and mentees to participate on the programme were tested. These are set out below.

**West London Working Employer led Board** – WLW's governing Board includes members from major local employers such as Arora International, BAA, KPMG, Compass Group as well as some Small and Medium Sized Enterprises (SMEs) such as Avis Charles Associates and Duck and Cover. These employers were seen as a key resource to draw on as potential mentors and Compass Group has participated in the pilot.

**Website** – both the Park Royal Workforce and West London Working websites carried pages providing information about the programme. These pages provided assistance to those people who were searching for information or who were directed to the sites, i.e. the marketing was reactive.

**West London Working’s Confederation of Employability Providers** – WLW utilised the established Confederation of Providers in West London to disseminate information on the programme and encourage the recruitment of providers through its regular e-bulletins (to a mailing list of approximately 600 providers/stakeholders) and networking events. PRW attended a Confederation networking event on 10 June 2010, as well as the WLW Implementation Group meeting on 24 March 2010, to promote the programme to providers and West London borough representatives.

**Email campaigns** – potential mentors and mentees were sent information about the programme – see the appendices for examples of the electronic flyers used. These were sent directly to organisations that were considered as potential participants: either because they were support providers or they were large local employers. Contacts from WLW and PRW were used for these email campaigns. In addition, the London Employer Accord contacted their employer members to promote the programme.

**E-newsletters** – details of the programme were included in newsletters sent out by Park Royal Partnership and West London Business and WLW’s quarterly newsletters.

**Presentations** - presentations about the programme were made at a number of meetings hosted by WLW or third parties such as Brent into Work. PRW staff were in attendance so were able to answer questions and actively sign-up potential participants.

**Promotion to PRP affiliated groups** – presentations and promotional materials were sent to the Park Royal Director’s Club and HR Director’s Forum. The latter comprises HR directors from large employers based in and around Park Royal industrial estate. Efforts were also made to engage Business in the Community (BITC) as a potential avenue for accessing large employers for mentors.

**Direct telephone contact** – the project manager made a number of telephone calls directly to both potential mentors and mentees.

**Networks and relationships** were used extensively to promote the programme and seek participants. The networks included those groups directly affiliated to PRP, the support organisations, West London Business as well as partners such as the South Kilburn Partnership.

Further details are provided in the Appendices.

Once potential participants noted an interest they were encouraged to complete a registration form online. Alternatively, a form was emailed to enquirers for them to print, complete and return. A confirmation email was sent on receipt of the registration form.

Recruitment started in early April 2010 with a concerted effort taking place around Easter. This continued into May. The time allocated to attracting participants was significantly shorter than originally planned (two months compared to the five originally planned).

### 3.2.3 Matching and induction

Mentees were matched to mentors in a two-step process.

- 1 Review details provided by the mentees about the expertise and experience that they expected/hoped for from their mentors and seeking to find mentors with suitable

credentials. This was undertaken as a desk-based exercise. This was undertaken by PRW in conjunction with two external consultants.

- 2 Consultants were then asked to make contact with the mentees and mentors to make further enquiries and to verify that the matches were appropriate. If necessary, alternative mentors could be allocated. The two consultants tested different approaches; one held face to face meetings with the mentees and mentors while the other used email and or telephone calls.

Where mentors were found not to have the range of skills and experience that mentees had requested or the match was otherwise deemed unsuitable, they were not allocated. This meant that two of the mentors recruited to the programme were not used.

This dual approach was used to test the extent to which the matching process could be undertaken as a desk exercise with little personal input from the participants. While there was an initial suggestion was that this could be achieved, doubt arose about how effectively the differing needs of the mentors could be accommodated using this method. This led PRW to adopt an alternative approach that involved interviewing both mentees and mentors.

Two sets of events were held to prepare participants for the programme:

- An initial Programme Induction Workshop was held on Monday 17th May 2010 and repeated on Thursday 20th May 2010. This was a half day event that sought to provide participants (mentors and mentees) with additional information about the programme and to enable the mentors and mentees to meet one another.
- Mentor/mentee training. A training event for mentors was held on the morning of Monday 24th May 2010 and one for mentees during the afternoon. Both were delivered by Prof. Ashley Braganza of Brunel University. The aim was to prepare participants for the mentoring process, especially those that had not used the method before.

#### **3.2.4 Mentoring**

The core mentoring involved a programme of six one hour sessions between mentor and mentee. The meetings were, where possible, arranged in advance and scheduled to take place at a mutually convenient location. Both mentors and mentees were required to prepare a set of objectives for what they, as individuals, and their organisations were hoping to achieve through participation in the Business Partner Programme. Mentor and mentee were encouraged to share their objectives and use them to direct their sessions. To encourage trust all participants were required to sign a confidentiality agreement. Following each meeting mentors were asked to prepare a confidential note of the meeting, which was submitted to PRW.

#### **3.2.5 Training and review**

A set of four workshops and review events were held. These were:

- A workshop focusing on best practice in recruitment. This was intended to ensure that the employability providers were aware of latest developments and to provide mentors new to the sector, with background information.
- The “Seeing is Believing” experience run by Business in the Community. This featured presentations by three large companies; Knight Frank, Vue Cinemas and Enterprise Car Rental held at Knight Frank’s Baker Street headquarters and Vue’s facilities at the new

Westfield shopping complex. The experience provided detailed insights into the companies' recruitment policies and practices as well as meeting some recent recruits.

- A business growth and sustainability workshop run by Prof Ashley Braganza of Brunel University. The workshop sought to give both mentors and mentees advice and guidance on tools and techniques for building a commercial enterprise in the current economic climate.
- A review event was undertaken in early November. This enabled the mentees and mentors to share experiences and to take part in two focus groups.

The programme closed with a final review and celebration event in December 2010. This focused on the impacts of the programme on the participants; whether as mentees, mentors or their employers.

### 3.3 What were the objectives?

The detail of the programme, as planned, was drawn from West London Working's original Invitation to Tender (Statement of Requirement) and inception meeting notes.

The Statement of Requirement stated:

"The key objective of the programme is to help address problems with a supply led system with disjointed employer engagement, by using West London employers to provide support and mentoring to the delivery staff of West London providers of employability and skills services and therefore for providers to be more aware of the needs of business. Ultimately, the main aim is to increase the awareness of providers' delivery staff of employers' needs, which in turn should improve their service delivery and result in beneficiaries becoming more work ready and get into jobs."

Furthermore the project deliverables and desired outcomes were defined as:

- Production of a report on best practice in mentoring schemes, building on the West London Business West London Mentoring Survey Report and linking with other established business-mentoring programmes.
- The development of a model for a mentoring scheme built on best practice and experience that is aimed specifically at organisations delivering employability and skills training and support and the residents that access those schemes.
- The design and development of a mentoring tool kit/information pack for both businesses and providers to ensure the project can be replicated and rolled out if proven successful.
- The facilitation of workshops with a mix of business partners, employability and skills providers, and funders from time to time to explore other areas of business partnership opportunities in West London.
- Production of a strategy to ensure that the programme becomes sustainable after the initial set-up.
- Design and development of training materials for providers to use to develop staff expertise on businesses needs and resident awareness of employer's employability needs.
- Collation of material/case studies developed through the pilot programme for dissemination through the West London Working Provider Confederation.
- The evaluation of the pilot including an assessment of the impact and benefit to the beneficiaries of employability and skills providers and employers.

Overall it was expected that the following outcomes would be achieved:

- An increase in workless residents gaining employment.

- Productivity gains for employment and training providers.
- Improved experience for workless residents using those providers participating in the programme.
- Increased recruitment of local residents who are offered for employment by support providers operating in West London and who participated in the programme.
- Improved skills and performance of the people acting as mentors.
- More effective local labour market.
- Generation and dissemination of good practice in mentoring and the operation of employment support.

### **3.4 What was the method of delivery?**

Two main modes of delivery were used:

- Meetings between mentors and mentees. While the majority of the meetings were carried out face to face, some were via telephone as several of the participants had business arrangements that demanded significant periods away from the area.
- Workshops and training were conducted as group sessions either involving just the mentees/mentors or the full cohort.

### **3.5 What were the organisational linkages?**

The Business Partner Programme was an integral part of West London Working's overall programme to reduce worklessness across the sub-region and one of its key products. It also linked into the Guidance, Skills and Brokerage Confederation which aims to build a trusted network of providers of employment services.

It was also hoped that linkages could be developed between the employer businesses and the employability providers on a corporate as well as personal basis.

### **3.6 Where was the work delivered?**

The Business Partner Programme was co-ordinated from PRW's premises in Park Royal. This was used as the main venue for training sessions and workshops. However, the "Seeing is Believing" experience took place at Knight Frank's premises in Baker Street and the Vue cinema in the Westfield Shopping Complex.

Mentors and mentees were drawn from across the six West London boroughs. The mentoring meetings were held at venues convenient to both mentor and mentee across West London. Thus work premises as well as neutral venues, such as PRW's offices were used.

### **3.7 What were the timescales?**

The programme was contracted in December 2009 for a formal start in January 2010, and completion by the end of March 2011.

The amount of time available at the end of the programme to work on succession was limited due to the need to undertake three bidding rounds.

Activity	Jan – Apr 10	May 10	Jun 10	Jul 10	Aug 10	Sep 10	Oct 10	Nov 10	Dec 10	Jan – Mar 11
Inception										
Development										
Marketing & Recruitment										
Programme Introduction Workshop										
Mentor/mentee Training										
Recruitment Best Practice										
Mentoring sessions										
Seeing is Believing experience										
Business Growth & Sustainability										
End of Programme Review Workshop										
Development and production of Toolkit										

**Table 1: Timescale**

### 3.8 Who was involved in delivery?

There were four sets of delivery partners:

- Programme owners and initiators – WLW - the programme was initiated by WLW, one of 15 City Strategy Pathfinders, and the delivery contracted through LDA as WLW’s accountable body.
- Programme manager – Park Royal Workforce. PRW was responsible for developing and delivering the programme
- Specialist trainers and facilitators, such as Business in the Community and Brunel University.
- Mentors and mentees, including West London employability providers and employers, as active participants.

### 3.9 How much was spent?

West London Working allocated £100,000 to running the programme. This was to cover the programme itself along with printing and publishing the toolkit.

PRW charged £80,300 plus VAT or £94,353 to undertake the programme and develop the toolkit.

### 3.10 How does the Business Partner Programme relate to other WLW activities and objectives?

The West London Working Programme comprises a portfolio of activities aimed at meeting its three strategic objectives:

- To reduce the number of people on benefits by 3,386 by May 2009 and maintain the employment rate at 69.8%.
- To increase the number of residents in employment by 8,600 by 2012.
- To make an additional 5,160 children better off by 2012.

The elements of the programme include:

- Building employability pathways - building employability pathways to support West London residents move from learning into sustainable employment.
- Client management tool - to maximise employer pledges in the local area and expand private and public sector employer commitments.
- Confederation - to build a trusted network of providers of employment services.
- Passport - to develop a management information tool to track Residents progress through the route to work and a directory of West London employability services.
- Personal advice and outreach - to develop outreach that links front line staff from other public and third sector services with employment and skills provision, and to provide personal advice with customised support provided to the hardest to help and access to information, advice and guidance for all workless residents.

Thus the Business Partner Programme provided a clear link between employers and those seeking to help the workless gain meaningful jobs. It acted to reinforce the work of the support providers and ensure that they are better placed to provide a demand led service.

### 3.11 What was the context?

West London, in keeping with the capital as a whole, is a place of contrasts. While there are significant pockets of deprivation and worklessness across the sub-region, it is also home to many large employers including GSK, Diageo, Carphone Warehouse, BAA, and Heathrow Airport.

West London Working brings together the partners responsible for employment and skills in an attempt to address the high and persistent numbers of west London residents not in work. WLW is governed by a Board that includes Arora Hotels, Compass and BAA.

The Business Partner Programme was developed as a logical extension of this partnership arrangement.

## 4 Defining What the Programme Aimed to Achieve, and How

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### 4.1 Introduction

This chapter sets out the broad vision for the Business Partner Programme, its target outputs and the underlying logic. The aim is to provide the benchmark against which the programme's performance is judged.

### 4.2 The vision

The programme sponsors sought to reduce worklessness amongst West London residents by improving the support provided by employability and training providers. The vision was that provider organisations and employers would form strategic partnerships resulting in a two-way flow of information. In turn, this would lead to providers being more aware of the needs of employers and how they recruited. Likewise employers would have the opportunity to develop their managers and to influence the way pre-employment support is provided.

Thus, it was hoped that a symbiotic relationship would develop that would lead to mutual benefit for both providers and employers.

### 4.3 Target outputs

Two output targets were set for the programme:

- Recruitment of 10 employer organisations to provide mentors and act as partners to the employability providers.
- Recruitment of 20 employability providers, who would provide staff as mentees.

### 4.4 Target outcomes

The Business Partner Programme was set up with the aim of making employment support in West London more demand led. The specific outcomes to be achieved are set out above in section 3.3. Essentially they were to:

- Increase the number of workless residents in West London getting jobs.
- Improve performance and sustainability of the provider organisations.
- Improve skills and performance of the mentors.

### 4.5 What was the Logic Chain?

The aim of the programme was to help address problems with a supply led system with disjointed employer engagement and to:-

- Use West London businesses to provide management and leadership support, coaching and mentoring to support the delivery staff of the providers of employability and skills services.
- Provide employability and recruitment skills support to residents by enabling those providers to be more aware of the needs of business.

- In addition, the pilot aimed to use private sector expertise to support employability and skills organisations develop, allow them to become more employer focused and to enhance their general business planning.
- The aspects of business planning to be included, but not be limited to:
  - Strategy
  - Budgeting and Finance
  - Marketing and communications
- Encouraging businesses to contribute to the design and development of training materials to ensure that employability and skills organisations take account of current recruitment/business practice.

Although the key relationship was to be between the mentors and mentees, a desired outcome from the pilot was to increase the awareness of the providers' delivery staff of the needs of business in order to help improve their service delivery. Ultimately, this was to result in the provider's beneficiaries becoming more work ready.

The logic chain supporting the programme is provided below.

Inherent in the programme logic were the following:

- Mentoring is an effective mechanism for transferring knowledge and know-how. For the staff of employability providers (mentees) this included understanding the requirements of employers when recruiting new staff and general business practice.
- That the target participants (mentors and mentees) were appropriate in terms of taking on board the relevant learning and making the necessary changes to their organisations.
- The senior staff within the employers and providers (participants' superiors) would be open-minded to new ideas and would allow these to be adopted.

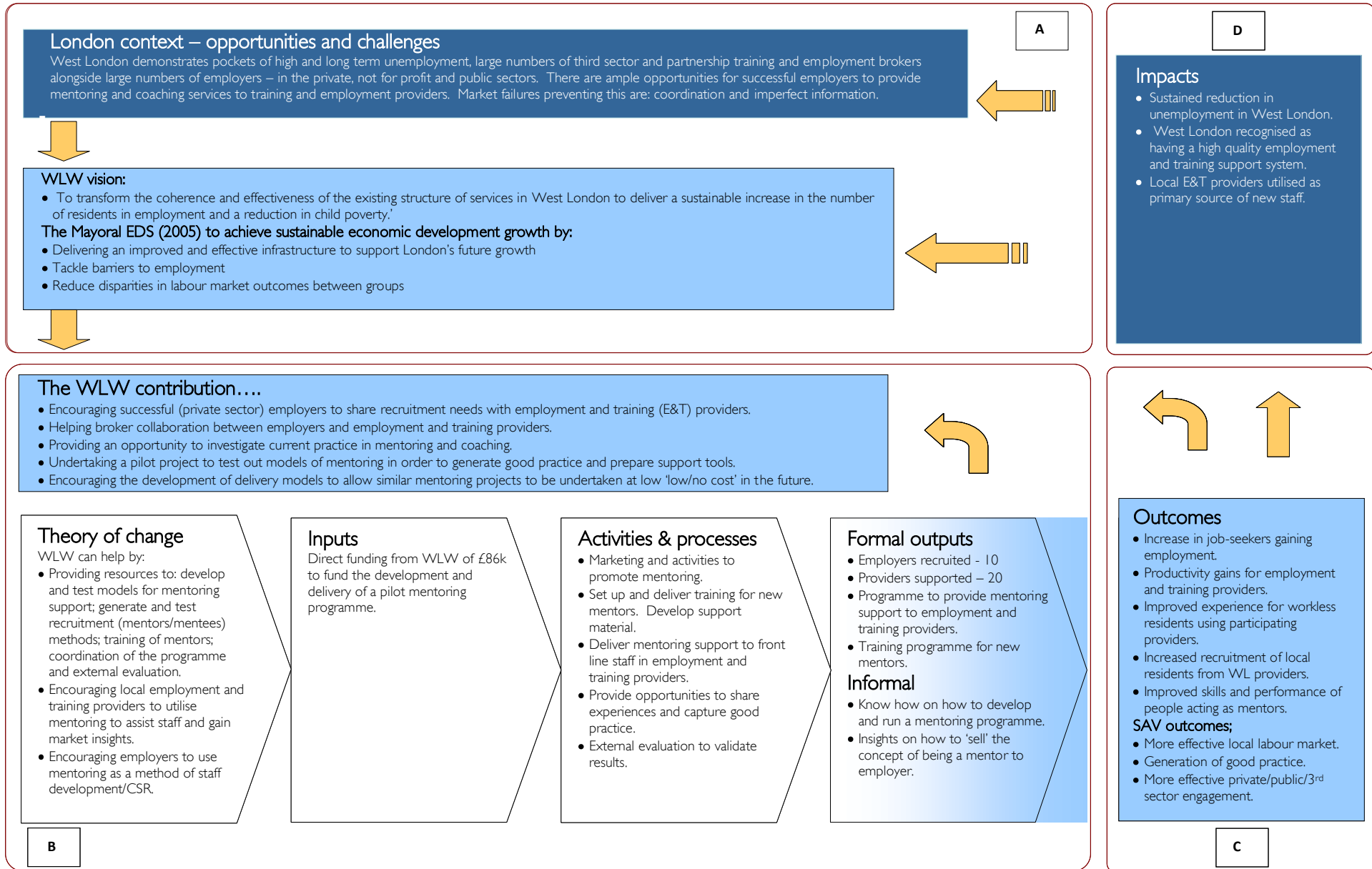


Figure 1: Logic chain

## 4.6 Personal impacts

The nature of the programme meant that the programme's practical impacts would need to be expressed in terms of the personal objectives for the participants. Any tangible outcomes would only come about as a result of changes made by the participants as a consequence of taking part. Thus it was important to capture these objectives.

It should be noted that the majority of employer mentors used on the programme came from micro/small firms providing personal development and training services rather than large employers. This may have had some influence on the impacts sought and achieved.

### 4.6.1 Mentors

All the mentors (eight out of 14) that responded to the final survey indicated that their motivation for taking part was to 'give something back'. The following quotes show this; *"To help a mentee achieve their goals"*, *"Helping others to think differently"* and *"Imparting knowledge and inspiration"*. In one case a mentor wanted to test the usefulness of their experience, *"To find out whether my experiences would be of benefit to another organisation facing change"*.

Networking and personal development were cited as additional goals; *"I always learn something from everyone I work with"* and *"To develop links with others in order to build up on personal networking"*.

### 4.6.2 Mentees

Mentees expressed two main objectives:

- To improve their knowledge of the recruitment operations of large employers and how to engage them as the potential employers of their clients.
- To improve their personal skills and performance.

The former is well articulated by one participant; *"I wanted a deeper understanding of how large companies recruit, and how we as a 'third sector' organisation could dispel myths or perceptions around using 'back to work' training providers"*.

In terms of enhancing personal performance, participants expressed this in a variety of ways: *"I wanted to expand my horizons, 'think outside the box'",* and *"improve the efficiency of my working methods"*.

Participants were also asked if they had any secondary objectives they wished to achieve. The responses in large measure reflected the main ones noted above, though personal development tended to dominate. Typical responses included: *"increased confidence"* and *"building and sustaining a relationship"*. One notable variation was the desire to find out about starting their own business.

## 4.7 Organisational impacts

A key objective of the Business Partner Programme was to assist employability providers to become more focused on the needs of employers. To this end it was hoped that there would be significant impacts for the organisations involved, especially the providers, or the mentees' employers.

#### 4.7.1 Mentors

The professional mentors appeared to be somewhat phlegmatic about the goals for their organisations. Where objectives were given they tended to focus on corporate visibility or recognition. While not supported by any direct evidence, this may be a result of the (responding) mentors being self-employed or working in micro firms (less than 10 staff).

Comments provided included; *“Nothing other than to potentially extend our network”, “Again, nothing really. But, I guess getting my company known as great mentors”*.

One of the mentors from a large corporate indicated that he wished to enhance his mentoring skills and take time to reflect on his own work situation.

#### 4.7.2 Mentees

Mentees stated objectives for their employers reflected their own personal goals, viz:

- To acquire and implement better management techniques and tools and become more business-like.
- To gain better links with employers, especially if these could lead to more business.

These are best illustrated by statements such as: *“better team management skills”* and *“insight into how to move the company forward”*.

The mentees acknowledged that building links were important and that this could be a long term process: *“to develop a working relationship with a private sector organisation where clients can be developed by us and receive placements and eventual employment with employers”*.

## 5 Has the Programme Delivered What Was Hoped?

### 5.1 Introduction

This section seeks to establish the extent to which the Business Partner Programme delivered what was anticipated, whether any substantive changes were made and whether the underlying logic chain was validated or refuted.

### 5.2 What outputs have been achieved

The participant details were:

	No. Organisations		No. participants
	Target	Actual	
<b>Employers (mentors)</b>	10	14	14
<b>Employability providers (mentees)</b>	20	19	21

**Table 2: Participant numbers**

The target for employers (mentors) was met comfortably in terms of numbers. However, the original aim was that the mentors would be drawn from employers; large and small businesses, public and third sectors, rather than specialist mentors and training firms. Of the 14 mentors involved only three could be identified as meeting the original profile. The balance of the mentors were from micro firms.

The target of 20 employability providers was missed by one (5%), even though a total of 21 participants were recruited.

### 5.3 What outcomes have been achieved?

The detail to this section is drawn from the online survey and questions about the extent to which objectives were achieved and the role of the programme in the results (questions 5.5 to 5.11 of the mentor survey and 5.6 to 5.12 of mentee survey).

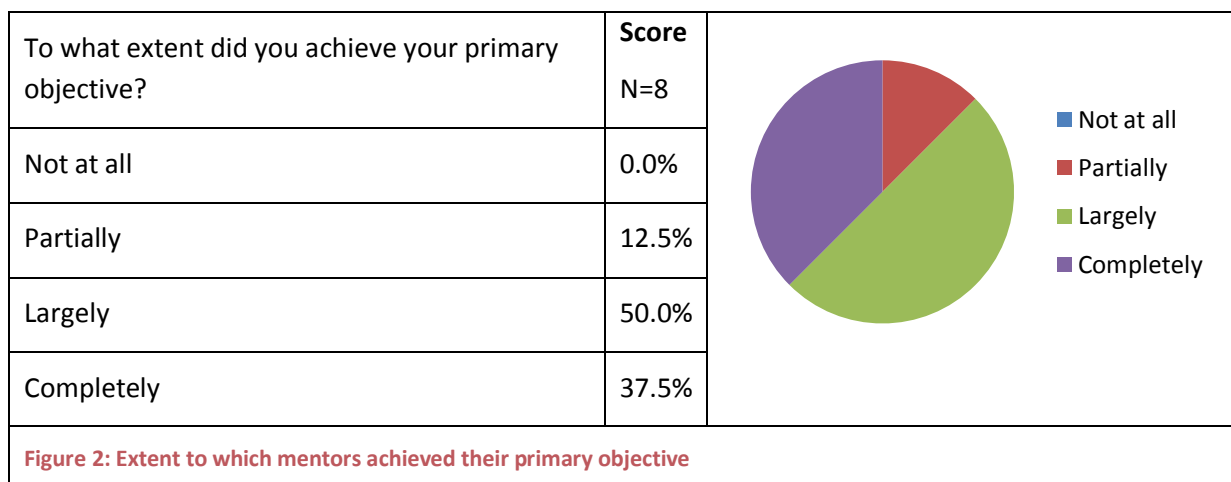
#### 5.3.1 Personal impacts

Participants were asked “to what extent did you achieve your primary objective?” and “to what extent was this attributable to the programme?” These questions were intended to establish the effectiveness of the programme, including the extent of any deadweight<sup>1</sup>. Thereafter participants were invited to report on other benefits gained for themselves and their organisations.

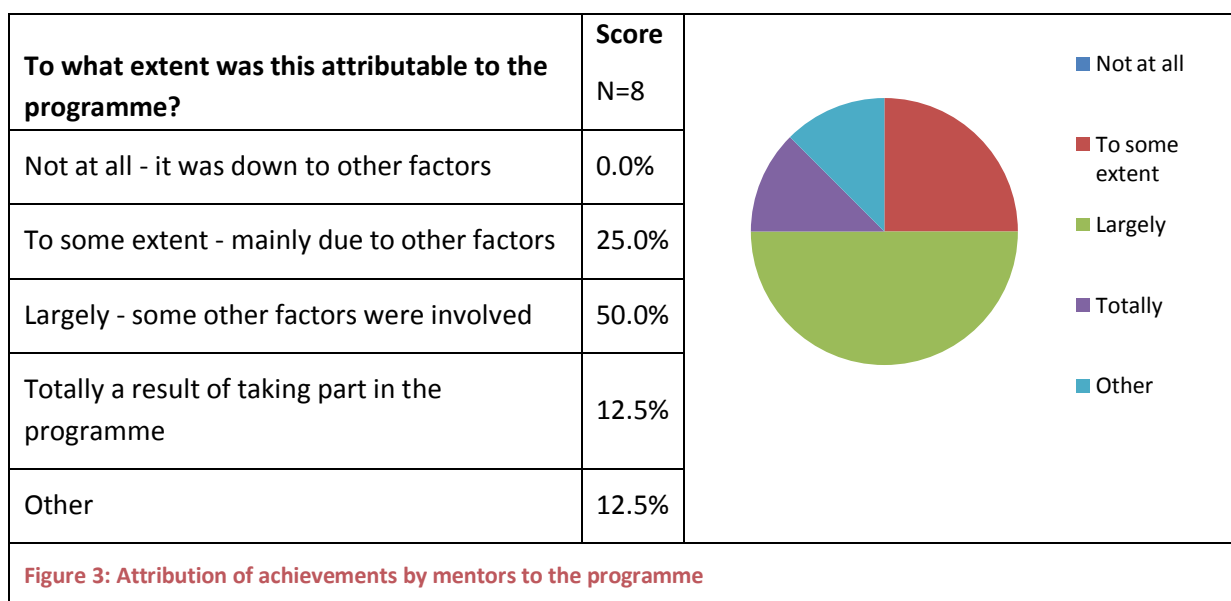
<sup>1</sup> Deadweight refers to objectives that would have been achieved anyway, i.e. in the absence of the programme.

### Mentors

The mentors appear to have found the programme useful in that they largely achieved their objectives.



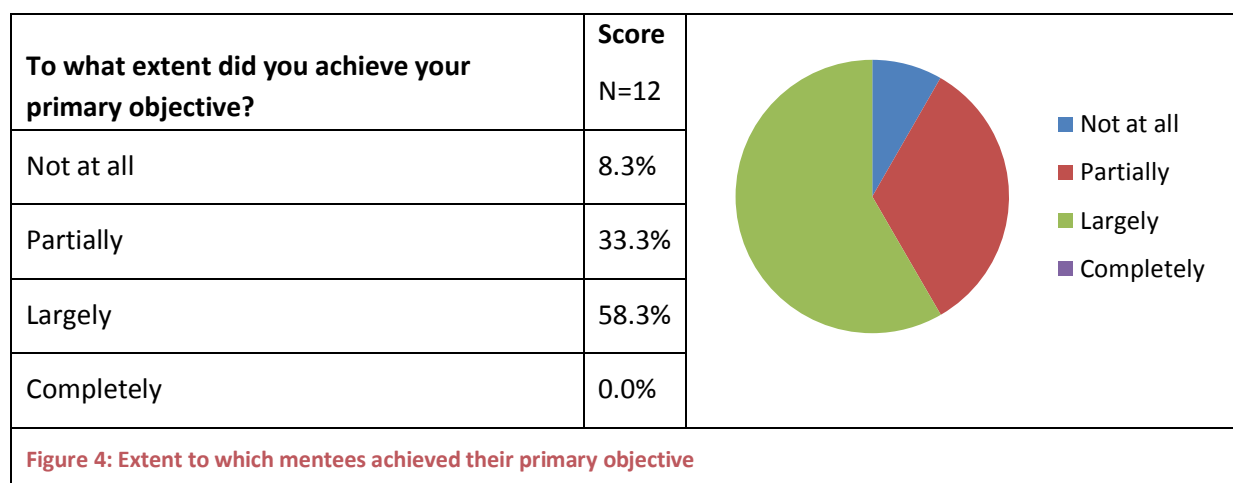
The mentors indicated that their achievement was to a large extent based on their participation on the programme.



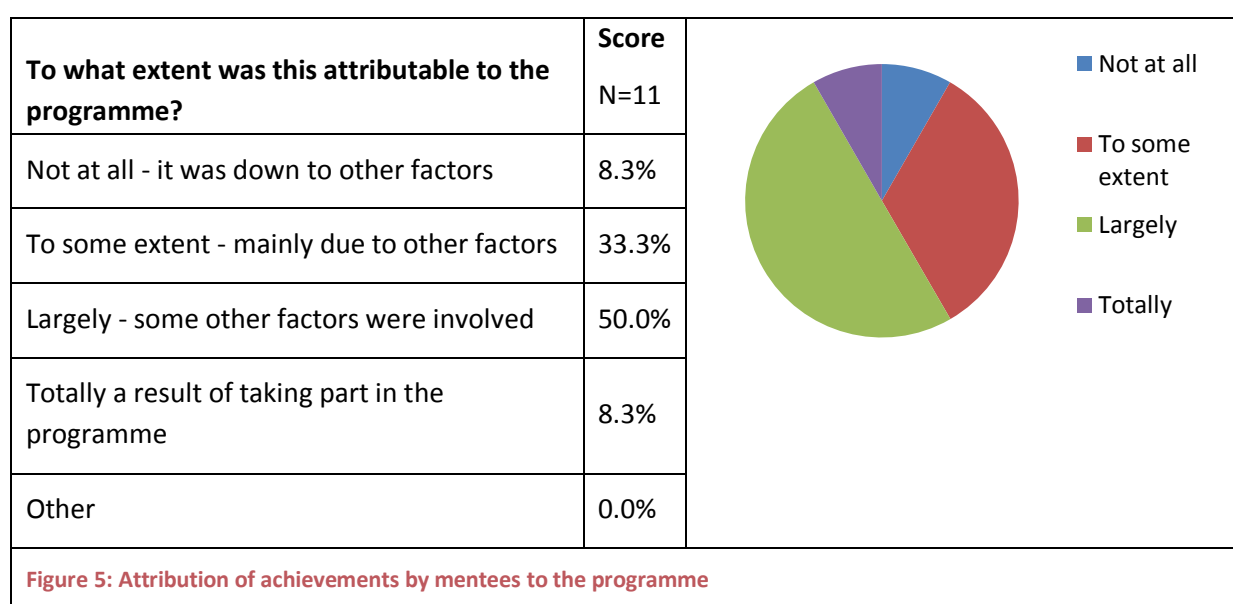
Thus there was little deadweight.

### Mentees

The twelve mentees that responded to the survey reported mixed achievements. The majority reported that they largely met their goals. Only one indicated that she/he had not achieved their objective at all with the remaining four only partially achieving their objectives.



In terms of attributing their success to the programme, responses were also mixed.



The mentees were more positive about their secondary goals with eight out of 11 reporting that these had largely been achieved.

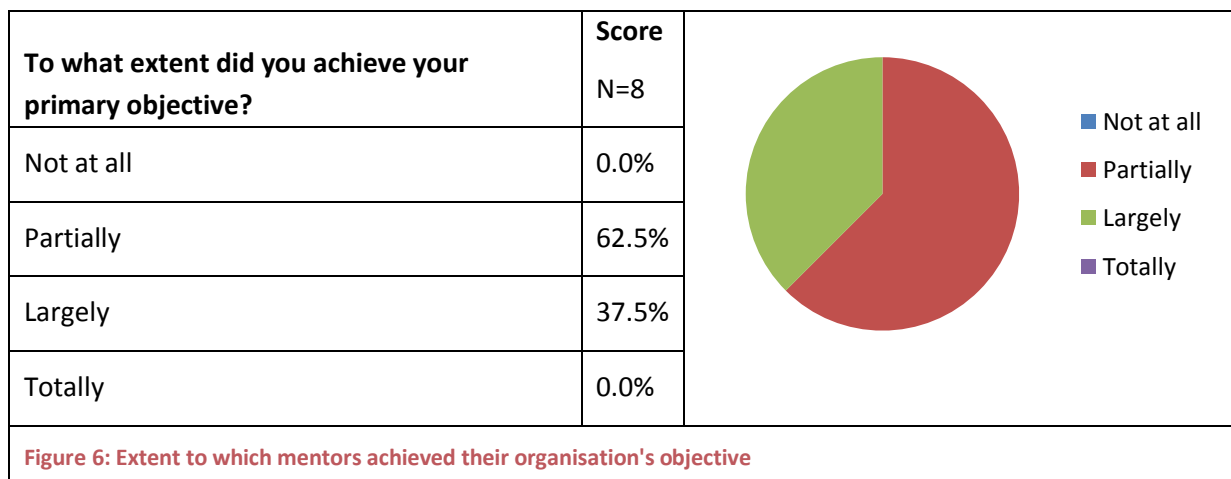
However, the quantitative data only provides a partial picture as the mentees provided further qualitative insights into their personal achievement. Comments included; *“Increased confidence and awareness in the area of work”*, *“I really enjoyed the opportunity of talking and working with other people in the same sector. It was interesting to see how other organisations are effective and have different approaches”*, and *“I got information on how to set up a small business”*.

Most telling was *“I had a ‘third sector’ mentality before starting the programme. My mentor has helped me to change the way I see things and more importantly, how I do them, and as a result I now recognise [my organisation] as a competitive business with an excellent product.”* This suggests that in this case, the vision of the programme was achieved.

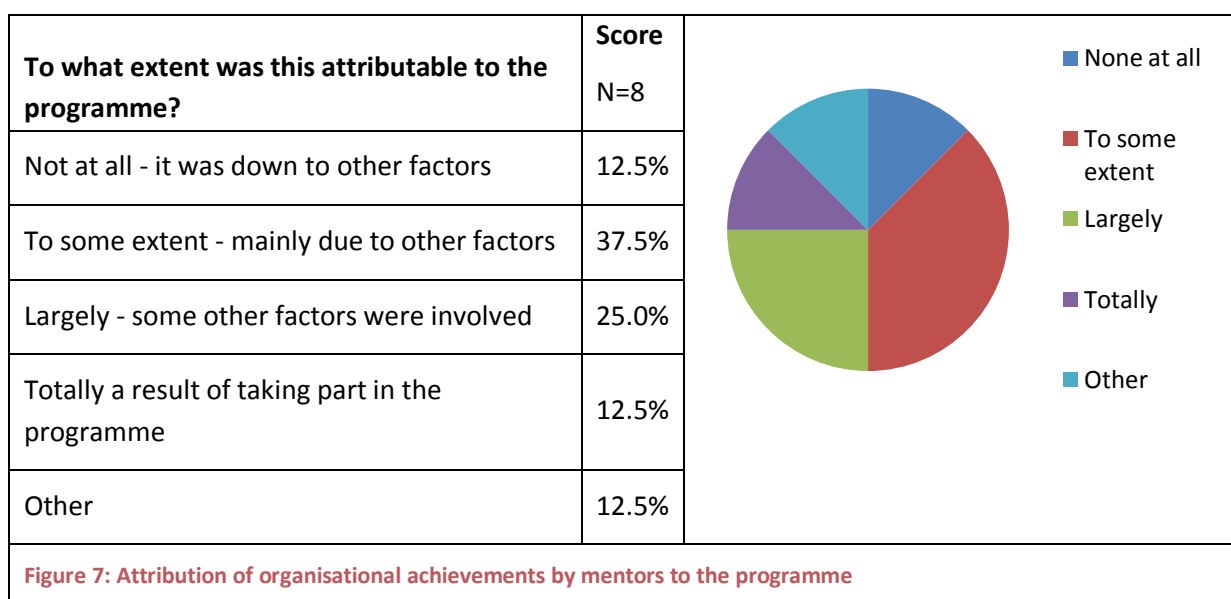
### 5.3.2 Organisational Impacts

#### Mentors

While mentors indicated that they largely had achieved their personal objectives and that the programme was largely attributable for this, they were marginally less positive about the objectives for their organisations.



The mentors also indicated that the programme played a lesser role in achieving the objectives.

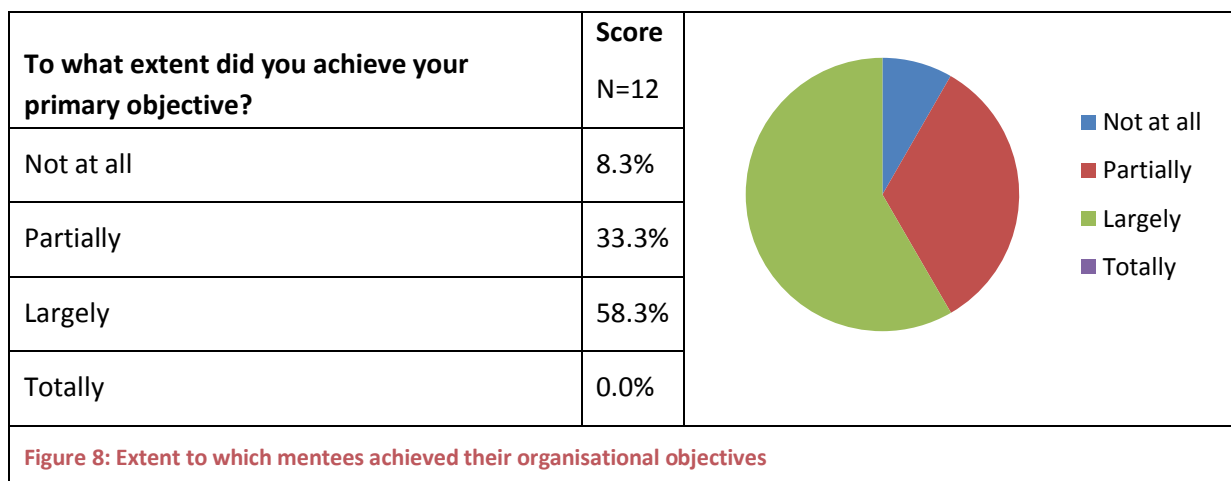


Thus the mentors felt that they had to some extent achieved their organisational objectives and that the programme played a significant role in this.

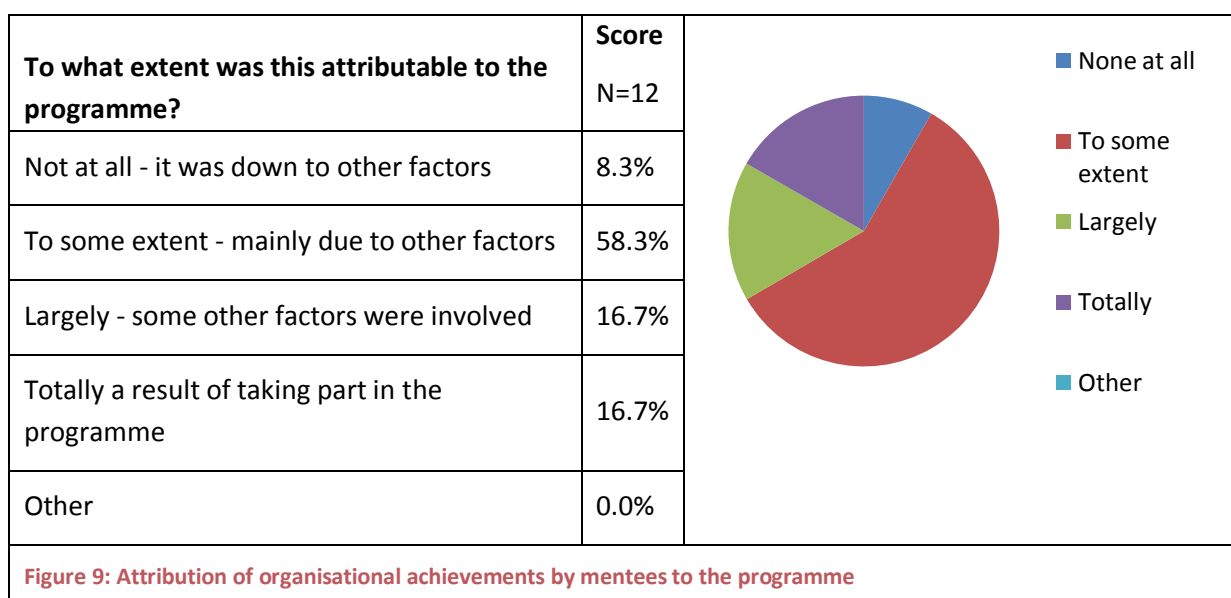
#### Mentees

The mentees were generally positive about meeting their organisation’s objective for the programme. One reported that the objective was not met at all; a third reported partial success and the rest indicated that they had largely achieved the objective set.

The results indicate that the programme did not ‘work’ for one of the participants and her/his organisation. However, for the rest the experience was positive.



The mentees felt that any success in meeting their organisational goals were only in part attributable to the programme. Thus there was an element of deadweight.



Thus, the mentees appeared to feel that greater success had been achieved in meeting personal rather than organisational goals.

As with the personal objectives additional insight was gained from the comments made by the respondents. Notable responses included; *“The networking set up by PRW was excellent and beneficial directly to our projects”*, *“Saved line management time - able to clarify ideas and thoughts before approaching line manager”*, and *“how to clearly state what our organisation wants from employers”*. One organisation clearly gained benefit; *“We are in the process of perfecting our business pitch when we see employers. It is more business than charity focused.”*

#### 5.4 How has the programme performed against targets?

Overall the programme appears to have met many of the targets it was set.

In terms of the specific outputs for recruitment; one was surpassed (14 against 10) and the other was only narrowly missed (19 against 20).

Assessing the extent to which the broader goal, of making employability providers more demand-led, was met is more challenging. The mentees from the providers did report that organisational goals were either partially or largely met and that this could be, to an extent, attributed to the programme.

The performance of the programme in relation to the employers is less clear, for two reasons. First, the cohort of mentors was not drawn from main stream employers as hoped, but largely from specialist mentoring and training firms. Secondly, the organisational goals that the mentors hoped to achieve were rather limited and did not reflect the issues that the programme sponsors had in mind, e.g. tapping into new sources of recruits, understanding the backgrounds of some of their staff and actively influencing pre-employment support.

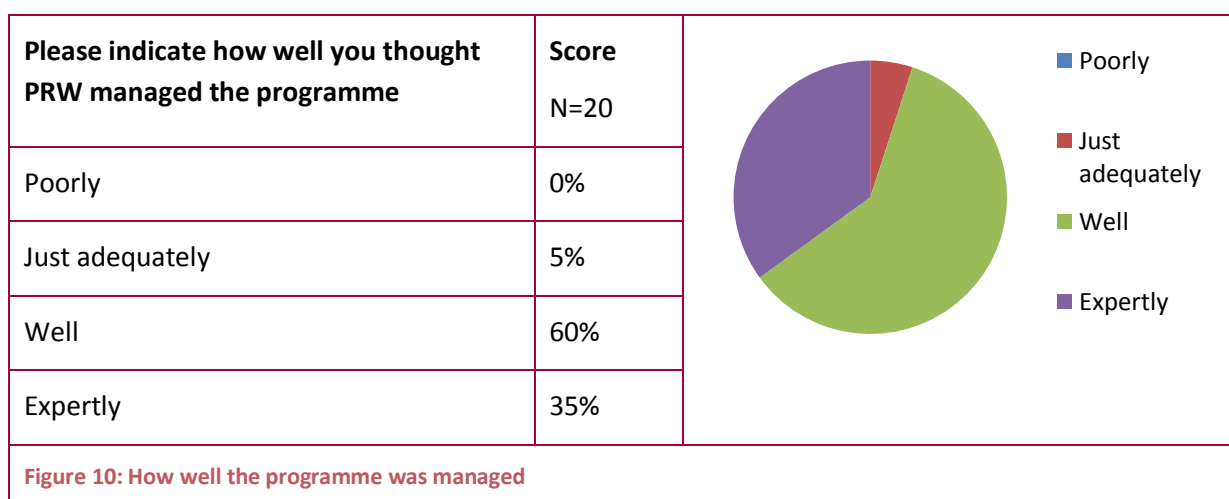
### 5.5 Was the programme managed and run well?

There were two perspectives from which to assess how well the programme was run:

- The view of the funder in terms of how well PRW stuck to the planned timetable, provided feedback and responded to queries.
- The views of the participants based on their personal experiences and the extent to which the management of the programme affected the achievement of their goals.

The funder expressed a degree of concern that time was lost early in the programme. The interim evaluation noted that ‘there was a delay in starting the mentoring’. However, the mentoring sessions commenced in June and were completed by early December 2010, only a little later than was planned. Overall, the funder was pleased with the eventual outcomes and the performance of PRW.

The participants were positive about the way the programme was managed with over 90% indicating that it was either run well or expertly.



### 5.6 Were changes made to the original concept? Why?

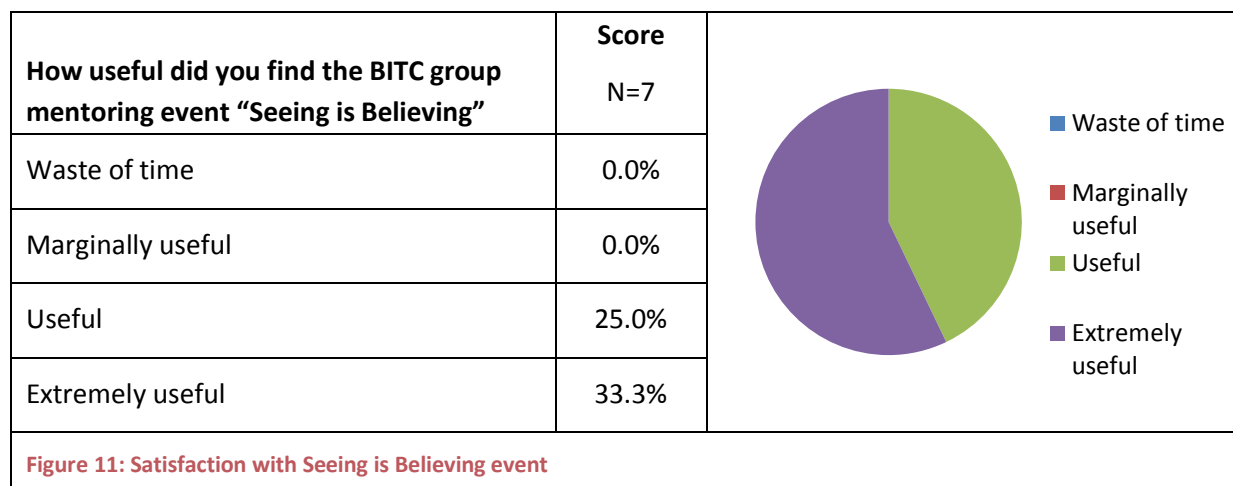
In large measure the programme was run according to the original concept, except in one key aspect. The programme was titled ‘Business Partner Programme’ to reflect the notion that employability and training providers would develop a close working arrangement with a large local employer in an effort to make employability provision more demand led. As such, the mentoring

would be provided by an executive from the large organisation. However, the benefits would not be limited to those arising from the mentoring. They would also include access to the employer’s recruitment, marketing and finance department in order to help providers understand the recruitment needs better and to become more business-like.

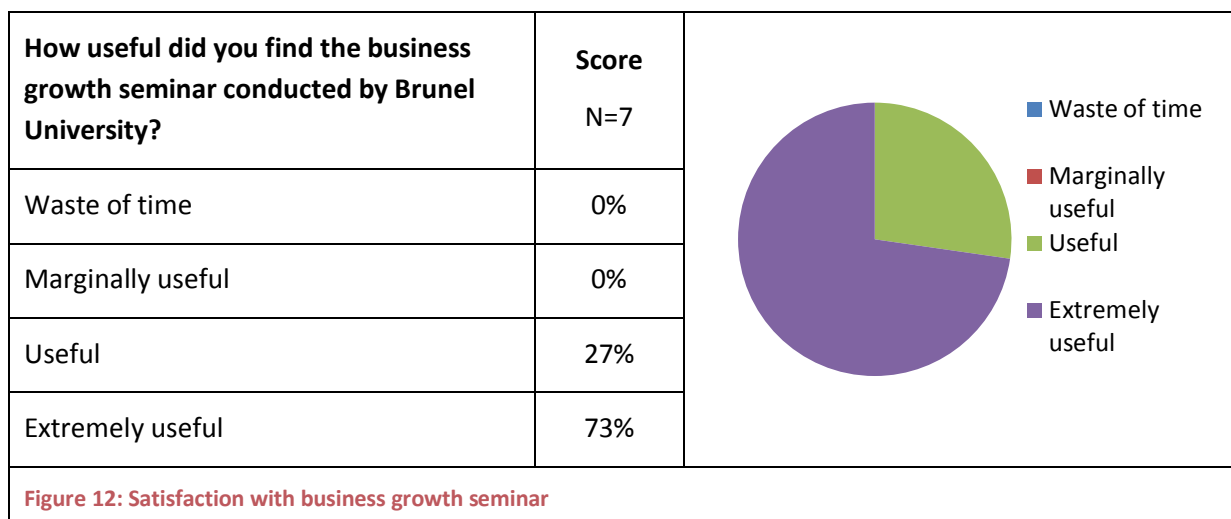
Unfortunately, efforts to secure mentors from large employers were largely unsuccessful, with only three companies engaging on a corporate basis. These were Compass, Telefonica/O2 and Enterprise Rent a Car. However Enterprise dropped out of the programme when the mentee involved was made redundant. Faced with this difficulty in recruiting mentors from mainstream businesses, PRW decided to utilise professional mentors working on a pro-bono basis and supplement this with additional input about recruitment in large companies and latest business practice. This meant that the programme was seen as having two distinct but related parts: the core mentoring service and a complimentary programme of seminars and workshops.

Utilising professional mentors appears to have enhanced this element of the programme with mentees reporting that they benefited from having experienced mentors. However, there is little concrete evidence to indicate whether, and to what extent, the lack of opportunity for partnership working between the employability providers and large employers had any impact on the anticipated outcomes.

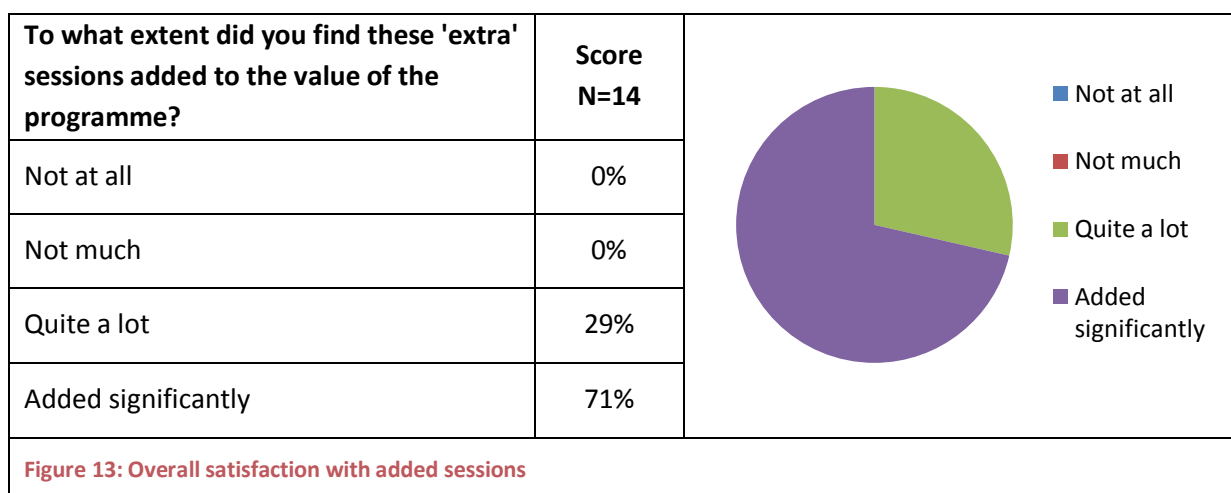
A one day event called ‘Seeing is Believing’ was organised through Business in the Community. This included interactive presentations on recruitment needs and practices by three large employers: Knight Frank (estate agents), Vue Cinemas and Enterprise Rent a Car. It also featured opportunities to meet recent recruits and to visit one of Vue’s premises in West London. The aim was to provide an alternative method of gaining insights into the recruitment needs of large businesses. The responses (to question 4.1) by the attendees (all mentees) were all positive.



The other major event provided was a seminar on business growth and sustainability led by Prof Ashley Braganza of Brunel University. Both mentors and mentees attended the seminar and responses to the question on its usefulness were positive. Of note was that the mentors all rated the event ‘useful’ whereas all the mentees considered it ‘extremely useful’.



Overall both mentors and mentees found the extra sessions of value as indicated by responses to the survey. Again the mentees valued the sessions more greatly than the mentors.



The participants indicated that they benefited from both the formal input; *“The training provided me with 'food for thought' and got me thinking outside the box”* and the interaction with colleagues; *“Great opportunity to meet other participants and gain an important sense of community”*.

However, attendance at the events was limited. Based on the survey results no mentor attended the ‘Seeing is Believing’ event and only 38% (3 out of 8) attended the business growth seminar. Mentees were more regular attendees with 58% at the ‘Seeing is Believing’ event and 47% at the business seminar.

Thus it would appear that the events formed a useful element of the programme. However, the levels of attendance were relatively low, especially for the mentors, with pressure of time said to be the chief cause.

### 5.7 What could have been improved during development?

As indicated above, the programme was changed during development. This resulted in more emphasis being placed on the mentoring and less on the partnering aspects. This change resulted from the difficulty in recruiting employers to provide mentors and act as partner organisations.

The possible reasons behind the difficulties in recruiting employers have been investigated but there is inadequate evidence to establish any definitive cause. Areas investigated included:

- Ineffective marketing materials.
- Inadequate effort.
- Lack of contacts.
- Lack of time to develop ‘partnering’ relationships with large employers.

Whether alternative marketing techniques or spending more time on this activity would have generated additional corporate involvement cannot be established with any degree of certainty.

## 5.8 Was there any duplication of provision?

The Business Partner Programme was set up following a report from West London Business that indicated that some mentoring activity was underway but that it was sporadic and not focused on the needs of the employability and training providers.

There was no evidence of any other programmes or arrangements for employability providers to partner with employers.

Thus there was no evidence of any duplication.

## 5.9 Where there any unintended effects as a result of the programme?

The fact that the majority of mentors were drawn from bespoke training and development firms rather than mainstream employers, meant that the programme focused on the mentoring rather than the partnering aspects. To overcome the potential gap in terms of input from mentors, the day long ‘Seeing is Believing’ workshop was organised.

As many of the mentors were professionals this meant that the mentoring gained by the mentees was most probably more proficient than it would have been if provided by line managers with some limited training. The mentees were asked to comment on this and again the responses seemed to reflect personal circumstances. Comments included *“I think this is a difficult choice to make as the truth is that I don't know if having a sharp end person would have been more beneficial to our project. In terms of my own professional development it was good to have a mentor who was trained and I know that I have benefited from it on a personal level”, “I am keen to develop my mentoring capabilities and so was able to learn from my mentor in this respect.”, and “Impossible to say whether better or worse but definitely different. A professional mentor brings a structure and a person centred approach, which was beneficial to identifying my real needs, but then there was less looking at “trading business” overall. This was not a loss, but the learning was different”.*

## 5.10 What has worked well and not so well?

The survey of participants asked two questions to establish what worked well and what worked less well. The first (question 3.2 for both mentor and mentee surveys) asked participants to indicate what they felt PRW did particularly well and what things could have been done better. The second (question 6.7 of both mentor and mentee surveys) asked what changes should be made to make the programme more useful.

For the first question, responses fell into three groups. All of these were positive and were deemed to show that the programme worked well:

- Communications to mentors and mentees were good throughout the programme.
- The set up generated a sense of programme and belonging.
- PRW staff were open minded and flexible.

Typical comments included; *“I think the people we dealt with were helpful, non judgemental and encouraging which made you more determined to continue”, “Regular communications, attention and additional events were good. There was also a sense that they would be open and responsive.....and the overarching framework and communications did give a sense of a programme - that we were not just operating in isolation” and “I thought that everything was really well done. There was a lot of both verbal and email communication”.*

The only negative comments which provided an indication of what worked less well related to the initial administration and the lack of choice of mentor for the mentees. The most negative comment given was *“Initial admin was very poor. Spoke to several different people and had to submit registration form at least twice”.* This was in sharp contrast to all the other comments from mentors and mentees.

For the second question, which related to potential improvements, a more diverse set of responses was received. The suggestions included:

- Greater input from the mentors at an earlier stage, ie before matching.
- Having a choice of mentor.
- More input from employers and engagement with their recruitment personnel (this person did not attend the ‘Seeing is Believing’ event).
- Ensuring that mentees were able to have their full allocation of six meetings as one respondent only managed to have three.

### **5.11 Has the programme resulted in a change to the original situation underpinning the programme rationale?**

There is some indication that both the employability providers and employers have put into practice learnings from the programme which has led to the desired structural changes.

However, it is too early to establish whether the disjointed and supply led support system has, to any extent, been addressed.

### **5.12 Has the programme’s Logic Chain been proven or refuted?**

Proving or refuting the logic chain is difficult to establish with any certainty. This is due primarily to the change of profile of the mentor organisations. Rather than comprising mainstream employers it was made up largely of professional mentors and specialist training firms with few or no employees beyond the principals. Thus the logic chain could not be properly tested.

However, the two participants from employability providers that were mentored by managers from large employers (i.e. the anticipated mentor profile) reported significant benefits for themselves and their organisations. Furthermore, even those that had professional mentors indicated that they had, at least partially, achieved their stated personal and organisational goals. This does suggest that mentoring is an effective tool for introducing change within organisations.

Feedback from the focus groups indicated that the mentees were most probably not senior enough within their organisations to ensure internal change. Participants suggested that directors or senior executives should be encouraged to participate.

The extent to which the programme has led to a reduction in worklessness cannot be measured at this point in time, for several reasons. These include the small scale of the programme and its participants in relation to worklessness across the west London sub-region, the time lags involved between the programme and its eventual effects, along with the myriad of other factors influencing the levels of worklessness.

Overall there is sufficient evidence to suggest that the logic chain is sound, even if it cannot be judged formally 'proven'.

### 5.13 Case Study 1 – CHC and Compass Group

Shirley had recently joined Cricklewood Homeless Concern (CHC) on a six months contract when she was invited to join the WLW Business Partner Programme. This seemed like a good idea to her as she was new in the organisation and had just come from working in a college teaching adult learners.

CHC, established in 1983 is a voluntary sector charity which provides advice and practical assistance to people who are homeless or living in inadequate accommodation. The range of services includes advice and a residential alcohol recovery project, as well as helping workless people gain employment. Therefore, CHC does more than operate as an employability and training provider.

As a senior vocational training adviser, Shirley was keen to deliver training that prepared her clients properly and so help get them into jobs. This meant she was keen to build links with employers, especially ones who might employ people that were similar to her clients.

Shirley was quite clear when she met George, who was responsible for the matching, that she wanted a mentor from a large business who employed large numbers of people, both full and part time. George partnered Shirley with Adriano, the general manager for Compass Group's Royal Mail operation. Compass is the UK market leader in contract catering. Adriano was responsible for four managers and 32 staff.

Shirley and Adriano met face to face and used telephone and email contact to back this up. They started by swapping background details and their objectives for participating on the programme. They then went on to discuss issues of concern in greater depth. Shirley was particularly interested in the way Adriano motivated his staff and ensured their on-going desire to work for Compass, especially as many of them share similar backgrounds to her clients. Adriano focused his efforts on getting Shirley to 'think out of the box' and challenged her to take the initiative and not to be constrained by self-imposed boundaries.

In addition to the mentoring, Shirley found the other parts of the programme equally rewarding. She singled out the 'Seeing is Believing' event at Knight Frank and Vue Cinemas as particularly helpful. This along with meeting the other participants gave her exposure to different types of work and the potential for her clients.

Overall, Shirley says about the Programme, "It was well worth it. In welfare to work you can get stuck in a particular track and point clients in a single direction. Getting to see what employers and

others are doing is really useful. It is really important that we not only get people into work, but that we get people into work that works for them, especially if they are going to stick with it”.

Adriano was clear; “I got a lot out of the programme. In working with Shirley I realised that I needed to take on board what I was saying to her, I had to learn the lessons that I was trying to put across!” Compass also benefitted; “I was able to develop my own team which led to better staff and customer satisfaction, which is what we are striving for. It was a win-win all around”.

#### **5.14 Case Study 2 – CTC Training and Telecomms Provider**

CAMS Training Centre (CTC) is a social enterprise delivering a range of accredited vocational training courses. However, this has not always been the case. Until Kamal participated in the Business Partner Programme the business was primarily focused on welfare to work, with their core activity focused on assisting the workless gain jobs. Set up in 2008, by early 2010 the business was prospering with an order book of nearly £600,000. Kamal was upbeat and invested another £20,000 of his own cash in getting ready to commence the new contracts. However, the election of the Coalition Government and immediate review of public spending meant that everything changed. The contracts, which had not yet got underway, were cancelled. This put a major strain on the business.

Based on a personal recommendation, Kamal enrolled on the programme. However, he was somewhat atypical of the other participants from employability and training providers as he was the boss, rather than an employee. This, along with recent experience, meant that he was particularly keen to use the programme to move CTC forward and deal with, what was a now, a serious challenge for the business.

Kamal was partnered with Sobia Ehsan a programme manager at a major mobile phone operator. Her company uses mentoring and coaching widely, so Sobia was already an experienced mentor. However, she had no experience of welfare to work, but was actively engaged in seeking new areas of business, so had a good understanding of commercial issues and entering new markets.

Sobia visited Kamal at his business premises and started to get to know him and the business. It soon became clear that Kamal needed more than just a bit of encouragement and time to reflect. Some tough questions had to be asked and real issues confronted. These centred around what business CTC was in and what it could do to move forward.

Just as the mentoring sessions got underway Kamal was facing further pressure with the death of a close relative and the need to take the lead on behalf of the family. This meant that he had to turn his focus away from the business for two months at a critical time.

It was clear to Sobia that Kamal and CTC had to be looked at as a business rather than as a charity undertaking social work. She saw that there were a number of strengths that the business was not exploiting to the full. They were accredited trainers, had experienced staff, ideal premises and were good at their jobs, but needed to do more. Two key decisions were made. First, there were opportunities in vocational training that were being missed. Second, they had to be more proactive in going out to win business.

As a result, Kamal focused effort on the training rather than welfare aspects of the business and became a full time salesman. The result was an increase of 400 percent in the work it was

undertaking under Train 2 Gain for the local college. The business is now proactively targeting the training market and those areas where they have a distinct advantage.

Sobia looks back on the programme and working with Kamal with a sense of great personal satisfaction, having helped him make some dramatic changes to the business and realise his own potential. She also appreciated the opportunity to use her mentoring skills in a brand new environment.

In addition to the very clear benefits for the business, Kamal has benefited on a personal basis. As he said, “I have not been to college and don’t have any degrees, so lacked confidence when dealing with graduates. Now I know that I can do things”. He is a great advocate of the Business Partner Programme, saying “I’m absolutely chuffed at the results and want it opened up to other businesses.”

## 6 Evaluating the Strategic Added Value Achieved

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### 6.1 Introduction

This section considers whether the Business Partner Programme achieved any SAV over and above the outcomes already reported.

### 6.2 What is Strategic Added Value (SAV)?

Strategic Added Value is generally regarded as comprising three key elements:

- **Strategic leadership and ‘place shaping’.** This involves communicating effectively economic development needs, opportunities and solutions to partners and stakeholders in ways that affect their policy design and strategic priorities.
- **Influence and leverage.** Specifically this means affecting the allocation of funds and/or resources by partners and stakeholders at national, regional and local levels through research, pilot studies and other means.
- **Synergy and engagement.** This includes improving knowledge exchange and coordination between partners, stakeholders and citizens - to reduce duplication, increase innovation and improve trust.

### 6.3 How SAV was evaluated

SAV was assessed by reviewing the stated achievements of the participants along with feedback from the programme manager and funder.

### 6.4 What SAV has the programme delivered over and above the impacts noted above?

There is little indication to suggest that the programme generated any SAV over and above the outputs and outcomes reported elsewhere. The programme was relatively small, involving only 33 participating organisations and the limited funding was provided by a single organisation (this is taken to be WLW<sup>2</sup>).

Thus there were few opportunities to influence the actions of other public agencies or the ways in which they applied their resources.

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<sup>2</sup> Any SAV generated by WLW’s overall programme activities are deemed to be beyond the scope of this evaluation, which focuses solely on the Business Partner Programme.

## 7 Evaluating Value for Money

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### 7.1 Introduction

This section seeks to establish a broad measure of whether the programme represented value for money.

### 7.2 Did the programme represent Value for Money?

The Business Partner Programme was run by Park Royal Workforce for a total cost of £80,300 plus VAT or £94,353 including VAT.

On the basis that the programme enabled 21 staff from 19 employability providers to take part, this equates to £3,824 per participant or £4,226 per provider.

Due to the lack of benchmark data it is not possible to provide a comparator analysis.

However, it should be noted that the Business Partner Programme was a pilot project that sought to investigate options and establish a model that could be used in the future. As such, the cost per participant was expected to be significantly higher than if it were being run under a normal service delivery contract.

As a proxy, the cost that mentors charge private clients can be considered. These are between £80 and £120 per hour. Assuming a median charge of £100 per hour, the programme cost the equivalent of 38 hours mentoring per participant ( $£3800/£100 = 38$ ). This ignores the additional training input, networking, mentor/mentee matching or preparation of the toolkit. If a third of the overall cost were to be allocated to the actual mentoring, each participant might have cost the equivalent of approximately 13 hours. As each mentee was allocated six one hour sessions, the costs appear reasonable once preparation and writing up are included.

It is also useful to consider why public funding was applied to the programme when one key aspect, i.e. the mentoring activity, was provided free of charge. Two aspects of market failure appear to be present; co-ordination and information failures. This meant that the employability providers and businesses were insufficiently aware of the potential benefits of mentoring that they were not prepared to pay for it and the burden of organising the programme was beyond the scope of a single participating organisation. The explicit role of public funding for economic development activity is to address market failure. While these market failures have not have been eliminated; the preparation of the toolkit and collection of evidence about the benefits available, mean that a similar programme could be run in future at a significantly lower cost.

Overall, the programme was judged to have achieved value for money.

## 8 Summarising the Lessons Learned and Drawing Conclusions

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### 8.1 Introduction

This section seeks to bring together the lessons learned from the pilot and to draw conclusions from the findings of the evaluation.

### 8.2 Has the programme achieved what it set out to do?

It would appear that the programme has, to a large measure, achieved what it set out to do. While the programme did not quite meet its operational targets as it fell short by 5% on the number of employability providers recruited, overall it appears that the participants met their own objectives.

Judging the extent to which the programme achieved its goals is further complicated by its pilot status and the fact that the mentors were drawn largely from professional training and mentoring firms rather than mainstream employers.

West London Working's statement of requirements indicated that 'the aim of the programme is to help address problems with a supply led system with disjointed employer engagement'. Establishing the extent to which the system is now more demand led and better connected is challenging. Nonetheless, statements made by participants from the employability providers would appear to suggest that they are much more aware of employers' needs and have started to change their behaviour in order to respond to these needs. On this basis the programme can be said to have achieved what it set out to do.

### 8.3 Has the programme contributed to the overall objectives of WLW?

West London Working has three strategic objectives that relate largely to reducing the levels of worklessness and child poverty among the area's residents. It is not feasible to judge with any certainty whether the changes brought about by the programme have had any impact on the levels of worklessness and child poverty. The timescale since completion is too short and the scale of the programme is very small within the context of employment support across the sub-region.

What is clear, however, is that mentoring and building links between employers and providers are effective tools for changing perceptions and behaviour.

### 8.4 What are the intermediate and longer-term impacts?

At this stage it is difficult to anticipate what the intermediate and longer-term impacts are likely to be. The legacy of the programme will be driven primarily by the behaviour of the provider staff who participated as mentees. On the basis that they continue to apply the lessons learned, including the need to be flexible and adopt business-like behaviour, it is likely that the programme will have lasting impact. The evidence so far suggests that these providers will be more proactive in engaging employers; adopt a business rather than third sector approach and be prepared to partner with other organisations when they see this as appropriate.

One of the employers has since put a further five staff forward as potential mentors. This, along with comments from the Director of HR, suggest that the Business Partner Programme is recognised as an important mechanism for developing managerial staff. See the CHC/Compass case study.

### **8.5 Were the programme's objectives and rationale still relevant and the end?**

The lack of evidence to the contrary suggests that the objectives and rationale were still relevant by the end of the programme. Moreover:

- The employment situation within west London was, in many ways, bleaker at the close of the programme.
- The extent of change achieved by some of the providers verified that change was, indeed, needed.
- The programme only covered a portion of the provider community, with many organisations, including Job Centres, not included.
- The apparent success of the programme in changing behaviour validated the approach adopted.

Thus it would appear that more of the same was called for.

### **8.6 What were the programme's strengths and weaknesses?**

The provision of high calibre mentors, effective matching of mentees and mentors and provision of useful support workshops and seminars were clear strengths of the programme. In terms of the operation of the programme; the ongoing communications and PRW's staff were seen as strong.

Some of the initial administration and marketing were areas judged to be less strong.

The professional mentors, according to the participants, brought significant benefits. One participant indicated *"In terms of my own professional development it was good to have a mentor who was trained and I know I have benefitted from it on a personal level."*

Six of the 12 mentees who responded to the survey indicated that the detailed matching process made a positive contribution to the relationship, whereas only one did not. The other participants were unable to tell whether the matching had had an impact. Those participants that had received the personal (rather than 'phone based) service were particularly positive about the impact of the matching process.

Ten of the 11 mentees who responded to the online survey and attended the workshops and seminars rated them as 'adding significantly' to the programme. For the mentors; all three respondents that attended events indicated that they 'added quite a lot'.

The mentees also indicated that they appreciated the mentoring taking place within the context of a programme. They liked the fact that they were working with others from their industry sector and were able to network and discuss issues of common interest.

PRW was judged to have managed the programme well, though there was some limited criticism of the initial administration. Those participants that attended the focus groups indicated that they may have got more out of the programme if they had understood it better from the outset.

There was a general consensus that the partner organisations (employers and providers) had little knowledge of what the participants were engaging in, and that participation had been a personal

rather corporate choice. It was suggested that more effective communications could have enabled both the mentor and mentee organisations to understand better how they could benefit from having an employee involved in the programme.

### 8.7 What Elements worked well?

The elements that worked well reflect the strengths of the programme.

The delivery and content of the workshops and seminars were judged very positively by the participants.

Following the induction onto the programme the mentors and mentees were encouraged to set up their full allocation of meetings. This worked well in most cases. However, some mentees complained that they did not have their full allocation of six meetings.

The matching process was deemed to have worked well by the participants. However, the interim evaluation found that there was some criticism of the process itself in that it was haphazard for some and took time. This may reflect the two approaches that were adopted. One involved a consultant undertaking face to face interviews with the mentors and mentees, whereas the other the consultant communicated only by email and telephone but did not meet the participants. One mentor reported *“I’m not sure how it worked. I was allocated a mentee by email”*, whereas another *“The matching was facilitated by an interview.....Questions were asked to ensure there was no conflict of interest.”* It would appear from the survey findings that the personal approach resulted in better matches between mentor and mentee.

The mentoring worked well with the majority of mentors and mentees reporting that they had achieved their stated objectives. This suggests that the use of professional mentors was a positive approach, especially when used in conjunction with supporting activities such as the ‘Seeing is Believing’ event.

There is also evidence that the mentees who were allocated mentors from large businesses also gained significantly from the programme.

Thus it must be concluded that there is insufficient evidence to indicate whether using professional mentors or those from mainstream employers is better. Rather, the participants suggest that they provide alternative solutions. Which model is best is likely to be determined by the circumstances of the individual mentee.

### 8.8 What elements worked less well?

The fact that the full complement of provider organisations was not recruited and that the mentors were, perforce, from professional service firms rather than mainstream employers, indicates that the marketing and recruitment could have been more effective.

Exactly what other actions should, or could have been taken, is not clear. However, based on the timescales involved and feedback from participants, it would appear reasonable to suggest that additional mainstream employers could have been recruited from an earlier, a longer and more persistent marketing campaign targeted at this group.

The Breakthrough Network<sup>3</sup> was introduced to the programme as a potentially powerful tool to assist mentors share experience and support each other. It appears that the Network was not used to any great extent. The reasons for this are unclear, though the professional mentors used may have felt that they were sufficiently proficient not need such a facility and the mentees may have found the collegiate nature of the programme sufficient for their purposes.

### **8.9 What should the programme have done more of?**

The programme could have benefitted from providing more time for the mentoring activities, applying additional resources to marketing and developing closer relationships with large employers.

Some of the mentees noted that they did not receive their full allocation of six mentoring meetings. This appeared to be a consequence of the limited overall duration and entering the mentoring phase at the start of the summer period. Thus providing longer for the mentoring could have benefitted the mentees.

The issues relating to marketing have been addressed above.

### **8.10 What should the programme done less of?**

There was no feedback from the participants to suggest that the programme would have benefitted from reducing any of the activities.

In terms of programme management, significant time was allocated to developing the programme at the early stages. With hindsight, this time would have been better used if allocated to marketing at larger employers, recruitment or mentoring activities.

However, the pilot nature of the programme meant that options needed to be explored at the outset and the fact that the contract was only let at the third attempt limited the overall time available.

### **8.11 What parts of the programme are sustainable over the medium and long term?**

A number of factors need to be considered when assessing what parts of the programme may be sustainable over the medium and longer term.

For the purposes of this section of the report, sustainability is considered to be the ability to:

- Maintain the interest and momentum generated for the participants of the programme.
- Run additional programmes which are either self-funding or which require very limited external support.

The participants, the mentees especially, expressed great interest in maintaining contact with each other and in some cases continuing the mentoring relationship. In large measure the former could be done on a self-organised basis or through an on line network such as the Breakthrough Network mentioned above.

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<sup>3</sup> Breakthrough Network is an online facility to assist business professionals connect with others on a one to one basis. It requires payment of a subscription so tends to attract those that are 'serious' about seeking and providing assistance. See <http://breakthroughnetwork.net>

Running new programmes that are self funding is more likely to be challenging bearing in mind the overall budget of £80,000 plus VAT and the context of reduced public spending. However, the mentors were unpaid and the majority of the costs were incurred in paying staff and overheads to manage the programme. This suggests that some form of mentoring arrangement could be undertaken at limited cost.

A key deliverable of the programme was the preparation of a toolkit. This was intended to provide those interested in running a similar type of programme to do so without the need to reinvent it. Rather they would be guided on what and how to do the things that were judged to be crucial for success, while leaving out those things judged to be ‘nice but not vital’. The provision of the toolkit means that the key mentoring activities and connections with employers are capable of being undertaken at little, or no cost, so can be deemed sustainable. A copy of the toolkit is available from the West London Working website: [www.westlondonworking.org.uk](http://www.westlondonworking.org.uk).

### 8.12 Are there any lessons that inform future approaches in this field?

A number of lessons have been learned from the experiences of running the pilot WLW Business Partner Programme.

It is clear that mentoring is an effective tool for delivering personal development and organisation change. There is also strong evidence that employability and training providers benefit from engaging with mainstream employers.

Other important lessons learned include:

- Effective matching of mentors and mentees leads to more effective relationships. Personal involvement in understanding the needs of mentees and the experience of mentors seems to be key to this. However, this does not need to be a lengthy process. The parties need to be kept informed and delays minimised.
- Running these activities within the context of a programme encourages participants to remain on the programme, network and share experiences.
- Both professional mentors and line managers from mainstream employers with some training in mentoring can be effective. Neither should be considered as better than the other. They are different. The approach to be adopted should reflect the specific needs of the mentees.
- Marketing and recruitment are challenging and time consuming. Significant resources and time need to be allocated to this from the outset. Engaging large corporations takes time and may demand several ‘points of entry’. Experiences suggest that employers are unclear about the potential benefits that they can gain from having staff participate. Effective communications are vital. Using the experiences of former participants is likely to prove effective; *“I thought I knew what I wanted from participating on the programme. However, what I received was what I needed. A thoroughly challenging yet immensely rewarding experience”*. There is ample evidence from the survey and the case studies that employers and providers benefitted. The material can be used in future to demonstrate the practical impacts of participation.
- Allowing a sufficient timeframe for the mentoring to take place is important along with ensuring that enough meetings take place. Arranging (all) the meetings in advance is one way to achieve this.

- Employing a manager to recruit the participants, match mentors and mentees, run any associated events and undertake ongoing communications helps generate a sense of programme and maintains momentum.
- A toolkit to assist both employers and providers to run their own initiatives was prepared as part of the programme. This includes a list of resources and templates that are listed in the appendices.

## 9 Appendices

### 9.1 Participant details

#### 9.1.1 Mentors

Employers (Mentors)	Size	Activity	Borough
Arivu	3	Coaching support to entrepreneurs and staff.	Barnet
Dare to Dream Ltd.	1	Training and development business.	Hillingdon
Compass Group	52000	Multinational catering business.	Hillingdon
Telefonica O2	9000	Multinational mobile phone company.	Westminster
TVU	Over 1000	Thames Valley University.	Ealing
Flame Employment (North) Ltd.	18	Employment agency.	Hounslow
Olive Grows	2	Commercial kitchens for rent by the hour.	Ealing
GGT Solutions	6	Trainers specialising in improving customer service.	Islington
Arizion	2	Training and development business.	Towcester
CVMatching.Co.Uk	1	Job matching service	Hillingdon
7 Training	1	Training, development and mentoring business.	Richmond upon Thames
Ellison Jackson Ltd /Action Coach Business Coaching	2	Business coach.	Ealing
Designer Life Coaching	1	Personal and business coaching.	Hillingdon
Life Lap of Honour	2	Personal and business coaching.	Tower Hamlets

### 9.1.2 Mentees

Employability Support Providers (Mentees)	Size	Activity	Borough
Employment Ladder, LB H&F	6	Employment support team within local authority.	Hammersmith & Fulham
LB Hounslow - Outreach Project for Unemployed	2	Employment support team within local authority.	Hounslow
TBG Learning (West London office)	18	UK wide provider of youth and adult learning. Subsidiary of Rehab Group.	Ealing
Action Acton	30	Development trust promoting economic and community regeneration in Acton.	Ealing
LEAP	17	Local Employment Action Projects, registered charity based in Harlesden assisting residents access employment.	Brent
Acton Training Centre	55	Training provider focusing on ICT.	Ealing
Cricklewood Homeless Concern	18	Charity that supports homeless in Brent and provides training as part of long term rehabilitation.	Barnet
CAMS Training Centres	7	Training provider that offers a range of services to support learners gain employment.	Ealing
Skills Training UK	Large Employability and training prime contractor	Specialist employability and skills training provider at the leading edge of DWP Welfare to Work (W2W) provision.	Brent
Community Consultants (South Kilburn) Ltd	5	Local community group.	Brent

Groundwork London	Over 2000 across UK	Charity that uses the environment to support local communities.	Ealing
Young Enterprise London	32	Registered charity providing young people with direct experience of learning to work efficiently as individuals and as team members.	Islington
Burleigh College	28	Operates from 6 centres across West London providing ESOL and related courses.	6 centres in West London
Work Zone	4	A recruitment, training and employment support facility, located within the Shepherds Bush Library.	Hammersmith and Fulham
NOVA New Opportunities	12	Voluntary organisation offering training in ICT and basic skills as a means to assist people into work.	Kensington and Chelsea
JGA Group	35	Provides work-related training, advice and consultancy to the private, public and not-for-profit sectors.	Hillingdon
Empowering Action & Social Esteem (EASE)	24	Local support organisation based in Hanwell aimed at helping socially excluded communities.	Ealing
A4E Ltd	3500	Prime contractor for welfare to work programmes based in the UK with operations overseas.	Islington
Third Age Foundation	9	Support organisation focused on those 40+ who need help with ICT and accessing work.	Hammersmith & Fulham

## 9.2 Toolkit resources

Details of the resources referenced in the toolkit are set out below. Visit the West London Working website for a copy of the toolkit.

- Mentoring and Coaching Best Practice Guide
- Mentoring (including confidentiality) Agreement

- Expression of interest by a mentor
- Mentee registration form
- Expression of interest by a mentee
- Mentor registration form
- Suggested course outline for an induction workshop
- Workshop evaluation form
- Mentoring contact form
- Sample skills analysis and objectives form

## 9.3 Questionnaires

### 9.3.1 Online survey - Mentors

#### 1. Your details

1. Please enter your name

#### 2. Your objectives for participating on the Mentoring Programme

1. What did you most want to achieve for yourself from participating on the programme?

2. Please enter any other personal objectives you wished to achieve from the programme.

3. What did you hope to achieve for your organisation?

#### 3. Your thoughts on how well the programme was managed

1. Please indicate how well you thought PRW managed the programme. This relates to admin arrangements, communications, making sure things happened on time etc.

- Poorly
- Just adequately
- Well
- Expertly

Other (please specify)

2. Please indicate where you felt PRW did a particularly good job or where things could have been better.

#### 4. Your comments on the extra sessions

1. How useful did you find the BITC group mentoring event “Seeing is Believing” – hosted by Knight Frank and Vue?

- Waste of time
- Marginally useful
- Useful
- Extremely useful
- Did not attend

Other (please specify)

2. How useful did you find the business growth seminar conducted by Brunel University?

- Waste of time
- Marginally useful
- Useful

- Extremely useful
- Did not attend

Other (please specify)

3. To what extent did you find these 'extra' sessions added to the value of the programme?

- Not at all
- Not much
- Quite a lot
- Added significantly
- Did not attend any

Please add any additional comments

### 5. Your thoughts on the benefits of the Programme

1. How good a fit was your mentee to you and your experience?

- No fit at all
- Poor fit
- Good fit
- Perfect fit

Other (please specify)

2. Please indicate how easy it was to set up and carry out the sessions with your mentee.

- Difficult
- Not that easy

- Easy
- Very easy

Other (please specify)

3. How receptive was your mentee to your ideas and to being challenged? Please add a comment to enlarge on your choice.

- Not at all
- Not much
- Quite receptive
- Extremely receptive

Other (please specify)

4. To what extent do you feel that the process of matching you to your mentee made a positive contribution to the relationship with your mentee?

- None at all
- A little
- A lot
- It made all the difference
- Difficult to tell

Any further comments

5. To what extent did you achieve your primary objective?

- Not at all
- Partially
- Largely
- Completely

Other (please specify)

6. To what extent was this attributable to the programme?

- Not at all - it was down to other factors
- To some extent - mainly due to other factors
- Largely - some other factors were involved
- Totally a result of taking part in the programme
- Other

Other (please specify)/Comment

7. To what extent did you achieve your other personal objectives?

- Not at all
- Partially
- Largely
- Totally

Other (please specify)

8. To what extent did you achieve the main objective for your organisation?

- Not at all
- Partially
- Largely
- Totally

Other (please specify)

9. To what extent was this attributable to the programme?

- None at all - it was all down to other factors
- To some extent - mainly due to other factors
- Largely - some other factors were involved
- Totally a result of taking part in the programme
- Other

Other (please specify)

10. What other benefits did participation bring to you?

11. What other benefits did participation bring to your organisation?

## 6. Your participation in Mentoring programmes

1. How likely were you to take part on a mentoring programme if the WLW programme had not been run?

- Not at all likely
- Unlikely
- Likely
- Extremely likely/certain

Other (please specify)

2. Having taken part in the WLW Programme, how likely are you to take part in some other mentoring activity in the future – as a mentee?

- Definitely not

- Unlikely
- Likely
- Definitely will take part
- Am looking to maintain a relationship with my current mentor

Other (please specify)

3. If you are likely to take part in another mentoring scheme as a mentee; would you/your organisation be willing to pay; if so how much - assuming six mentoring sessions?

- Does not apply - not interested in mentoring
- Nothing - not prepared to pay
- Up to £50
- Between £50 and £250
- Between £250 and £500
- More than £500

Please add any additional comments

4. Having taken part on the WLW Programme, how likely are you to take part in a future mentoring programme – as a mentor?

- Definitely not
- Unlikely
- Likely
- Definitely

Other (please specify)

5. How likely are you to recommend that your manager/director takes part in a mentoring programme? Please ignore this question if it is not appropriate for your circumstances.

- Definitely not

- Unlikely
- Likely
- Definitely

Other (please specify)

6. How likely are you to recommend taking part in a mentoring programme to your colleagues? These may be people who run or work in other organisations, as well as your own.

- Definitely not
- Unlikely
- Likely
- Definitely

Other (please specify)

7. What changes do you think should be made to make the programme more useful to both mentees and mentors?

## 7. Summary

1. Please indicate which statement best describes your thoughts about taking part in the programme.

- Complete waste of time
- Some useful bits, but overall not that useful
- A good use of my time and effort, I got a lot out of it
- One of the best things that I've done. It's made a big difference me and my business

Other (please specify)

2. Please provide a quote that may be used to promote mentoring programmes in the future.

A large, empty text area with a light beige background and a thin border. It includes a vertical scrollbar on the right side and a horizontal scrollbar at the bottom, indicating it is a multi-line text input field.

3. Are you willing to have your name used alongside the quote you provided above?

- Yes
- No

4. Do you have a story to tell?

If you would like us to contact you to write up your experiences on the programme as a case study, please provide your preferred contact details below.

- Yes
- No

Preferred contact details

A single-line text input field with a light beige background and a thin border.

### 9.3.2 Online survey - Mentees

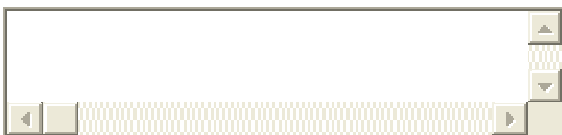
#### 1. Your details

1. Please enter your name

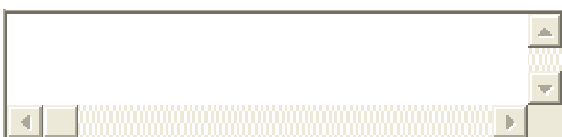
A single-line text input field with a light beige background and a thin border.

#### 2. Your objectives for participating on the Mentoring Programme

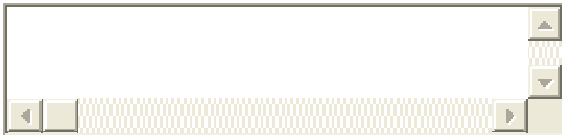
1. What did you most want to achieve for yourself from participating in the programme?

A large, empty text area with a light beige background and a thin border. It includes a vertical scrollbar on the right side and a horizontal scrollbar at the bottom, indicating it is a multi-line text input field.

2. Please enter any other personal objectives you wished to achieve from the programme.

A large, empty text area with a light beige background and a thin border. It includes a vertical scrollbar on the right side and a horizontal scrollbar at the bottom, indicating it is a multi-line text input field.

3. What did you hope to achieve for your organisation?



**3. Your thoughts on how well the programme was managed**

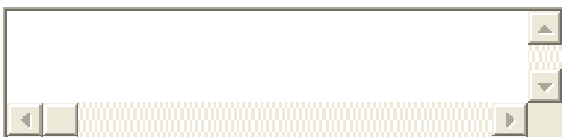
1. Please indicate how well you thought PRW managed the programme. This relates to admin arrangements, communications, making sure things happened on time etc.

- Poorly
- Just adequately
- Well
- Expertly

Other (please specify)



2. Please indicate where you felt PRW did a particularly good job or where things could have been better.



**4. Your comments on the extra sessions**

1. How useful did you find the BITC group mentoring event “Seeing is Believing” – hosted by Knight Frank and Vue?

- Waste of time
- Marginally useful
- Useful
- Extremely useful
- Did not attend

Other (please specify)

2. How useful did you find the Business Growth and Sustainability seminar conducted by Brunel University?

- Waste of time
- Marginally useful
- Useful
- Extremely useful
- Did not attend

Other (please specify)

3. To what extent did you find these 'extra' sessions added to the value of the programme?

- Not at all
- Not much
- Quite a lot
- Added significantly
- Did not attend any

Please add any additional comments

## 5. Your thoughts on the benefits of the Programme

1. How good a fit was your mentor to you and your needs?

- No fit at all
- Poor fit

- Good fit
- Perfect fit

Other (please specify)

2. Please indicate how easy it was to set up and carry out the sessions with your mentor.

- Difficult
- Not that easy
- Easy
- Very easy

Other (please specify)

3. How effective was your mentor in terms of providing feedback, guidance or challenging you?  
Please add a comment to enlarge on your choice.

- Not at all
- Not much
- Quite effective
- Extremely effective

Other (please specify)

4. A number of the mentors were 'professional' mentors, as compared to line managers from large companies who had received training in the subject. If your mentor was such a 'professional', please indicate the extent to which you feel this had an impact on your experience.

- No impact
- I lost out on the input from someone working at the sharp end of a trading business
- I gained from having a professional mentor - s/he knew what to do and ensured that I benefited from the experience

- Did not know that there was a difference

Please add any additional comments

5. To what extent do you feel that the process of matching you to your mentor made a positive contribution to the relationship with your mentor?

- None at all
- A little
- A lot
- It made all the difference
- Difficult to tell

Any further comments

6. To what extent did you achieve your primary objective?

- Not at all
- Partially
- Largely
- Completely

Other (please specify)

7. To what extent was this attributable to the programme?

- Not at all - it was down to other factors
- To some extent - mainly due to other factors
- Largely - some other factors were involved
- Totally a result of taking part in the programme

Other

Other (please specify)/Comment

8. To what extent did you achieve your other personal objectives?

Not at all

Partially

Largely

Totally

Other (please specify)

9. To what extent did you achieve the main objective for your employer?

Not at all

Partially

Largely

Totally

Other (please specify)

10. To what extent was this attributable to the programme?

None at all - it was all down to other factors

To some extent - mainly due to other factors

Largely - some other factors were involved

Totally a result of taking part in the programme

Other

Other (please specify)

11. What other benefits did participation bring to you?

12. What other benefits did participation bring to your organisation?

### 6. Your participation in Mentoring programmes

1. How likely were you to take part on a mentoring programme if the WLW programme had not been run?

- Not at all likely
- Unlikely
- Likely
- Extremely likely/certain

Other (please specify)

2. Having taken part in the WLW Programme, how likely are you to take part in some other mentoring activity in the future – as a mentee?

- Definitely not
- Unlikely
- Likely
- Definitely will take part
- Am looking to maintain a relationship with my current mentor

Other (please specify)

3. If you are likely to take part in another mentoring scheme as a mentee; would you/your

organisation be willing to pay; if so how much - assuming six mentoring sessions?

- Does not apply - not interested in mentoring
- Nothing - not prepared to pay
- Up to £50
- Between £50 and £250
- Between £250 and £500
- More than £500

Please add any additional comments

4. Having taken part on the WLW Prgramme, how likely are you to take part in a future mentoring programme – as a mentor?

- Definitely not
- Unlikely
- Likely
- Definitely

Other (please specify)

5. How likely are you to recommend that your manager/director takes part in a mentoring programme?

- Definitely not
- Unlikely
- Likely
- Definitely

Other (please specify)

6. How likely are you to recommend taking part in a mentoring programme to your colleagues?

- Definitely not
- Unlikely
- Likely
- Definitely

Other (please specify)

7. What changes do you think should be made to make the programme more useful?

### 7. Summary

1. Please indicate which statement best describes your thoughts about taking part in the programme.

- Complete waste of time
- Some useful bits, but overall not that useful
- A good use of my time and effort, I got a lot out of it
- One of the best things that I've done. It's made a big difference to me

Other (please specify)

2. Please provide a quote that may be used to promote mentoring programmes in the future.

3. Are you willing to have your name used alongside the quote you provided above?

- Yes

No

4. Do you have a story to tell?

Please provide your preferred contact details below if you would like us to contact you about preparing a case study of your experiences on the programme.

Yes

No

Preferred contact details

## 9.4 Sample marketing materials

Mentee Flyer	Mentor Flyer
<p><b>West London Working Business Partner Programme</b> <span style="float: right;">WEST LONDON <b>WORKING</b></span></p> <hr/> <p><b>DISCOVER HOW TO IMPROVE EMPLOYER ENGAGEMENT AND INCREASE SUSTAINABLE JOB OUTCOMES</b> through a unique opportunity delivered by Park Royal Workforce</p> <p>The programme will enable Welfare to Work <b>Providers</b> to work with business mentors to better understand employer's needs and working practices, improve their recruitment service delivery and skills development.</p> <p><b>Recruitment &amp; Training Provider Mentees</b> will explore and develop business planning techniques to improve the sustainability of their service provision in an increasingly outcome-focused funding environment.</p> <p>We are currently inviting enquiries from Recruitment &amp; Training Providers based in West London who are interested in learning more about the programme and are keen to participate as <b>Recruitment &amp; Training Mentees</b>.</p> <div style="display: flex; align-items: center;"> <div style="background-color: #92d050; padding: 5px; margin-right: 10px;"> <p>The West London Working Business Partner Programme is specifically aimed at Recruitment &amp; Training Providers who can directly benefit from mentoring delivered by private sector business mentors.</p> </div>  </div> <div style="text-align: center; margin-top: 10px;">  </div> <p style="font-size: small;">To register your interest, please contact Danuta Joyce at Park Royal Workforce on 020 3110 2372 or email <a href="mailto:mentoring@parkroyal.org">mentoring@parkroyal.org</a>; <a href="http://www.parkroyal.org/training-and-recruitment/mentoring">http://www.parkroyal.org/training-and-recruitment/mentoring</a></p> <p style="text-align: right;"><b>PARK ROYAL</b> WORKFORCE</p>	<p><b>West London Working Business Partner Programme</b> <span style="float: right;">WEST LONDON <b>WORKING</b></span></p> <hr/> <p><b>DISCOVER HOW TO BECOME A BUSINESS MENTOR</b> where you and your company can benefit and grow from participating in a mentoring business programme.</p> <p>The aim of the programme is for employment and training providers to improve the effectiveness of their service by gaining a better understanding of employers' recruitment and staff development needs as well as boosting their expertise in areas such as marketing and business planning.</p> <p>As a participating Business Mentor you will have access to a tailored mentoring toolkit which can assist in your personal development and the growth of your business.</p> <p>We are currently inviting enquiries from businesses that are interested in learning more about the programme and are keen to participate as Business Mentors.</p> <div style="display: flex; align-items: center;"> <div style="background-color: #c00000; color: white; padding: 5px; margin-right: 10px;"> <p>The West London Working Business Partner Programme is a unique opportunity presented to businesses to share their experiences by providing mentoring to West London employment and training providers. You will receive mentoring training with the option of gaining credits towards a professional business qualification.</p> </div>  </div> <div style="text-align: center; margin-top: 10px;">  </div> <p style="font-size: small;">To register your interest, please contact Danuta Joyce at Park Royal Workforce on 020 3110 2372 or email <a href="mailto:mentoring@parkroyal.org">mentoring@parkroyal.org</a>; <a href="http://www.parkroyal.org/training-and-recruitment/mentoring">http://www.parkroyal.org/training-and-recruitment/mentoring</a></p> <p style="text-align: right;"><b>PARK ROYAL</b> WORKFORCE</p>

## 9.5 Marketing Activities

### 9.5.1 Mentees and Mentors

Email	Events/Presentations	Face to Face	Referrals	Partners
Numerous emails to potential mentors/mentees in response to requests for further benefits of the programme Mentors = 18 Mentees = 17	WLW events/presentations to the six West London Boroughs to promote the programme to their partners, providers and others with links to these organisations. Presentations at South Kilburn NDC; Brent into 2 Work Provider forum; LB of Ealing Skills & Employment Group, WLW Implementation Group, WLW Confederation events plus other provider networking events.	Meetings arranged specifically to discuss the programme. Mentors = 11 Mentees = 12	Mentee referrals from South Kilburn NDC = 4 Mentee referrals from Brent in2 Work = 2 Mentee referrals from Action Acton = 2 Mentee referrals from Others, e.g. PRP (e-news, mailshots, word-of-mouth, Directors club); West London Business (e-news); BITC (emails, meetings); Breakthrough network = 4 Mentees	Brent in2 work - via their network, emails sent to providers Six West London Councils - emails forwarded promoting BBP to distribute to local providers South Kilburn NDC - email to their provider network West London Business - promoted via their electronic newsletter from Chief Exec. Business in the Community - email communication to their corporate members Park Royal Partnership - Board members Serco event and email to their provider network Break through network In total 22 mentors & mentees signed up

### 9.5.2 Mentors

Large Businesses
Contacted via email - BAA, Sainsbury's, McVities, HSBC, Diageo, Central Middx Hospital, Unitrust, Royal Bank of Scotland, TVU / Contacted via email and face-to-face - HSBC, Unitrust, McVities, NEC, Diageo, Central Middx Hospital, O2, Compass Group, TVU, Frank Knight, Vue Cinema, Enterprise-Rent-a-Car