

City Strategy – Business Plan Refresh, August 2009

City Strategy Pathfinder West London Working (WLW)

Named Contact Sarah Wilkins

Members of the partnership and Governance Structure

(Including the ethnicity/ gender of board members, which is required to reflect the make up of target communities)

WLW Board

Mike Clasper (Chair) – HMRC

Surinder Arora, Chair Arora International

Avis Charles, Managing Director, Avis Charles Associates

Mike Forster, Business Strategy Director, BAA

Patrick Hughes, Director for London, Jobcentre Plus

Philippa Langton, Regional Director of Skills, Learning and Skills Council,

Robin Mills, UK HR Director, Compass Group UK & Ireland

Ian Nichol, Director, West London Alliance (on behalf of West London Local Authorities)

Clare Scott Booth, Chair of West London Network

Kishore Shah, Head of Finance and Human Resources, Duck and Cover

Rebecca Shephard, Director of Contract Management, London Development Agency*

Dr Ashley Steel, Partner, KPMG

Mary Whitehead, Head of Human Resources, Canapes Direct

Sarah Whiting, Managing Director, NHS Hammersmith and Fulham

The employer-led governing Board includes members from major local employers and key delivery partners. The Board consists of 14 members, 7 are women, and 3 are from ethnic minority groups.

The board is supported by a 3 person WLW Programme Team consisting of two senior project managers and a project coordinator. They are employed by London Development Agency, who is the Accountable Body. Two members of the Programme Team are located at LB Ealing. In addition, the board is supported by the WLW Director. This is currently a part-time position and the post-holder is seconded from London West LSC to the LDA.

*Stephen Evans, LDA Director of Jobs, Skills and Youth is currently replacing Rebecca as she is on long term sick leave.

Key aims and objectives of the Pathfinder

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

Strategic Objectives

- 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 strategic objectives above are targets that were agreed in our original business plan. These have not been officially revised.

In response to the current economic climate West London Working has a further objective to coordinate the response of consortium members to the downturn.

West London Working will continue to manage an extensive work programme aimed at addressing the specific challenges in West London identified in our original business plan:

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

A key focus for 2009 to 2011 is to maximise the performance of existing work packages and develop approaches to sustain them beyond the period of the City Strategy Pathfinder. The output of work packages developed during the first two years of West London Working now needs to be translated into stakeholder's 'business as usual' practice. Dissemination and roll out of successful infrastructural developments such as the WLW Directory and the Performance Rating will be a priority.

Key objectives by April 2011 include:

- To have developed an approach to extend, embed and sustain the work of the Investment and Target Group, that brings together funders investing in West London with an aim to improve direction and performance of delivery in the sub-region. One element of this work is to develop and agree our approach to West London input into the commissioning life cycle, from policy to programme evaluation.
- To have built a trusted network of providers of employment services through the Guidance, Skills & Brokerage Confederation.
- To increase the percentage of skills and employment services on the West London Working Directory of Employment Services and embed its use by Personal Advisors.
- To complete pilot of a version of the West London Passport, a single electronic system to track residents progress on their route to work

between different providers.

- To have rolled out the use of the Performance Rating, following on from its successful Pilot in 2008/09, in West London and across London. This benchmarks the achievements of employment services to improve performance, increase transparency, enable strategic decision making and support customer choice.
- To have built Employability Pathways to support more West London residents move from learning into sustainable employment.
- To have delivered through the Business Partner programme a coaching service to employability service provider managers and delivery staff, and to support residents through the routeway to sustainable work.
- To have delivered and disseminated learnings from the West London Personal Advice and Outreach Programme which is testing approaches to linking frontline staff to employment and skills provision and methods of delivering personal advice.
- To have successfully delivered the West London Sustainable Employment Programme.
- To have successfully delivered and evaluated the work focused ESOL pilot.

Priorities 2009-11, including geographical coverage, target wards/ SOA, customer groups and rationale for these priorities

- West London Working covers 6 Local Authorities in West London, Brent, Ealing, Hammersmith and Fulham, Harrow, Hillingdon and Hounslow.
- The vision for West London Working to transform the coherence and effectiveness of the existing structure of services in West London means that much of West London Working's activity is pan sub region and across all customer groups. Detailed below are target groups for specific West London Working delivery programmes:
- The West London Sustainable Employment Programme (WLSEP) is targeting client groups not prioritised in mainstream provision:
 - Incapacity Benefit / Employment Support Allowance claimants who are not engaging with Pathways to Work. In November 2008, 47,320 people had been claiming Incapacity Benefit for more than 12 months.
 - Income Support claimants who are not accessing New Deal. There are 17,800 lone parents in West London with children under 10.
 - Workless partners whose partner is working and who are in low-income households with at least one child below the age of 16. There are approximately 11,000 low income families with children in West London.
- West London Future Jobs Fund programme [led by West London Alliance working with West London Working (WLW) and a range of Third Sector organisations as key employment partners.]
 - 18-24 year olds on JSA for 10 months or more. We have estimated that an average of 394 young people will meet this eligibility criteria each month, with a peak of 567 in December 09.

- West London currently has 13 wards categorised as hotspots with JSA unemployment rate at least 1.5% above the national rate, using the latest JSA July 09 claimant count data. A further three wards are expected to meet this categorisation by October 09.
- Work Focused ESOL for Parents
 - It is hard to find statistics that accurately show the demand for ESOL amongst workless parents. The following 2 statistics have been given as a proxy.
 - 48.9% of children in primary schools in West London first language is known or believed to be other than English compared to 13.5% UK average and 33.7% outer London average.
 - 30.8% of people in West London were born outside of the UK and Ireland.
- Transnational ESF 'New Pathways to Work' led by LB Ealing on behalf of the West London sub region;
 - Targeting disadvantaged people in West London who are workless or economically inactive and not in contact with mainstream employment support services, including lone parents and other disadvantaged parents, people from BAME communities, homeless people and those living in temporary accommodation, disabled people, particularly people with mental health conditions.
- Supporting the 6 West London boroughs' Local Area Agreement employment and child poverty targets through the WLW programme, particularly in the 39 Super Output Areas with a claimant rate of more than 25%.

Local Performance Indicators/ Targets (showing link to key aims and priorities)

WLW are working towards performance and equalities targets in our programmes and affiliated projects that reflects both the specific challenges in West London and the most disadvantaged communities. Success criteria for each of our work packages are included in the 'Key Activities/Programmes, funding sources and success criteria' section of the Business Plan Refresh.

The WLSEP has a target of 600 sustainable job outcomes with 55% BAME participation, 51% women, 20% lone parents and 15% disabled people.

The Transnational ESF New Pathways to Work programme aims to engage with 1,180 people including 15% young people who are NEET.

The West London Future Jobs Fund programme will target young unemployed people across West London and the wards defined as unemployment hotspots (15 wards in July 09).

The West London Personal Advice and outreach aims to provide support to 644 people with 60 gaining work. It has average targets of 50% BAME, 10% disabled and 60% women.

The Work Focused ESOL programme will engage 2400 residents and has a

target of 20% into work.

Key Activities/Programmes, funding Sources and Success Criteria

- West London City Strategy Pathfinder Work Focused ESOL pilot, £4.65m funding through DWP, with LSC being the accountable body. Success measured through the number engaged, number completing progression milestones towards work, and numbers gaining work. The evaluation of the pilot will identify how successfully provider's have maximised the variety of services available to support participants on their personalised pathway to employment.
- Personal Advice and Outreach Programme to test approaches to link frontline staff to employability services and personal advice. Funded by £1m DAF, £92k direct LA match and £500k ESF. Success measured through a number of outputs including number of residents supported, number obtaining work, number of frontline staff trained, number of referrals to other organisations.
- Piloting, roll out and embedding of the Performance Rating pilot, this has received funding of £229,000 of DAF during its pilot phase. Success measured by having an agreed workable Performance Rating methodology. Further monitoring will be report on the number of funders, commissioners, prime contractors and subcontractors that are using the rating.
- Building of a trusted network of providers of employment services through the Guidance skills & Brokerage Confederation. Measured by number of events, attendance at events, event feedback, number of provider bulletins. Funded through DAF carry over.
- Extending and embedding the West London Working Directory of Employment Services and ensuring its use by Personal Advisors. Funded through DAF carry over and reward funding. Measured through number of people accessing the Directory and the number of organisations posting information on the Directory. Piloting of a version of the West London Passport, a single electronic system to track resident's progress on their route to work between different providers. Findings from the pilot are being used to inform IES policy development. Funded through the LSC via the DWP work focused ESOL programme capacity building funding. Measured by the successful operation and completion of the system.
- Working with West London FE Colleges and Adult Education Institutions to support more of their learners into work. Two project strands, one working on embedding employment strategies into generic college/adult education operation, the other piloting Pathways for Parents. Funded through DAF carry over, £100k Learning and Skills Council and £25k LDA single programme funding. Pathways for Parents measured through a number of KPIs including the number of parents involved, number receiving completed employability plans, number referred to job brokerages, and number obtaining work.
- The 'New Pathways into Work' ESF (£1,039,751) trans-national

programme aims to improve the links between frontline support workers in a range of agencies and the existing employment support services in West London, building on the work of the Housing Employment Link Project (HELP), which has been running since September 2007. It will also bring mental health and employment support services closer together and develop new and improved pathways into employment for the most disadvantaged communities in West London. There are number of success criteria for this project according to each strand. These include number of frontline staff trained to help the most disadvantaged local residents to access appropriate employment and skills services, number of workless or economically inactive local residents referred to appropriate employment and skills services, number of agencies and partnerships working together to join up employment and health services for people with mental health.

- Gateway Heathrow 2012 establishing routes to work at Heathrow Airport. 900,000 ESF project led by LB Hillingdon. Success measured through starts, job entry and sustained jobs.
- Housing Employment Link Project that focuses on referrals from Housing staff to skills and employment services. Funded by £370,000 from CLG including £80,000 Enhanced Housing Options programme. Success measured by the number of staff trained, referrals onto IAG, and number into work.

Planned Activities

- Work through the Investment and Target Group to improve allocation and performance of skills and employment investment in the sub-region. One element of this work is to develop and agree the approach to West London input into the commissioning life cycle for skills and employment investment by all funders, from policy to programme evaluation and identify the succession strategy for West London Working.
- Systemise a coordinated West London response to funders requests for consultation on, and participation in, tendering rounds and subsequent contract management, to ensure specific needs of West London residents and employers are met.
- Work with Local Authorities and stakeholders to embed tools developed by West London Working (e.g. Directory, Confederation, Performance Rating) beyond March 2011.
- West London Future jobs fund, £1.95m funding through DWP/DCLG (amount dependent on total no. of Future Jobs provided, but working on a 300 job programme). Success measured through the number of jobs provided, and number of job holders moving onto non subsidised jobs. Due to commence in October 09.
- 2009-11 West London Sustained Employment Programme, funded through £750,000, DWP Deprived Area Fund carry over & Reward Funding, and

£2.25m LDA Single Programme. Success measured through the number of job entries and sustained jobs. Due to commence procurement in September 09.

- Business Partner programme to provide coaching to employability service provider managers and delivery staff, and to support residents through the routeway to sustainable work. Funded through DAF carry over and Reward Funding. Success measures will include the number of businesses and providers engaged, and the production of a sustainable methodology for rolling out the business partner programme.