

# tank

**Report**

**London Development  
Agency**

**Interim evaluation  
West London Working  
Personal Advice and  
Outreach Project**

**October 2009**

fluid thinking

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## 1 BACKGROUND

### 1.1 West London Working and the Personal Advice and Outreach project

West London Working (WLW) brings together the partners responsible for employment and skills to tackle 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 (DWP) in April 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. In return, DWP has provided dedicated funding and the opportunity for Pathfinders to flex national policies according to local needs.

WLW covers the following Boroughs:

- Brent
- Ealing
- Hammersmith and Fulham
- Harrow
- Hillingdon
- Hounslow.

The vision of WLW 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.'*

The WLW Personal Advice and Outreach project addresses two of the nine WLW work packages by testing approaches to increase the number of residents accessing employment services, targeting hardest to reach residents, improving 'right first time' referrals and increasing the number of residents who successfully achieve their goals.

The projects began in June 2008 and are funded to run until March 2010<sup>1</sup>. The programme is funded through the DWP, Deprived Area Fund.

The funding for each project is as follows:

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<sup>1</sup> WLW has agreed to extend two project end dates to June 2010 with no increase in budget.

Borough	Grant award	Additional funding	Total
Brent	£147,687	£500,000 <sup>1</sup>	<b>£647,687</b>
Ealing	£149,914	£19,500 <sup>2</sup>	<b>£169,414</b>
Hammersmith and Fulham	£143,250	£110,000 <sup>3</sup>	<b>£253,250</b>
Harrow	£150,000	£263,000 <sup>4</sup>	<b>£413,000</b>
Hillingdon	£150,000	£92,000 <sup>5</sup>	<b>£242,000</b>
Hounslow	£150,000	£40,000 <sup>6</sup>	<b>£190,000</b>
<b>TOTALS</b>	<b>£890,851</b>	<b>£1,024,500</b>	<b>£1,915,351</b>

<sup>1</sup> Total South Kilburn NDC funding for advice and guidance services which this project refers on to

<sup>2</sup> In kind funding from LB Ealing, ESL Forum and Jobcentre Plus

<sup>3</sup> Homelessness grant

<sup>4</sup> ESF and Section 106

<sup>5</sup> Section 106

<sup>6</sup> In kind finding from LB Hounslow

In addition to the above, a further contract for £80,100 was awarded to Tank Consulting to provide coordination and evaluation activity. Details of this are given in section 2.4.

## 1.2 Outline of aims and objectives of the West London Working Personal Advice and Outreach Programme

The programme aims are to:

- Create innovative approaches to outreach that link frontline staff delivering other public and third sector services, with employment and skills provision, and
- Pilot innovative methods of personal support to increase the number of people that successfully achieve their goal through accessing skills or employment services.

Each of the personal advice and outreach projects works with a wide variety of organisations and local networks.

## 1.3 Evaluation and methodology

Tank Consulting was commissioned to carry out an interim evaluation of the project as part of its support contract (see section 2.4). The interim evaluation is designed to identify project strengths and weaknesses to enable improvement actions as needed.

The interim evaluation was carried out using the following methodologies:

- Desk research of reports and monitoring returns
- Interviews with WLW Programme team
- Focus group with Personal Advisers
- Interviews with Personal Advisers
- Interviews with project operational managers
- Interviews with Local Authority strategic managers
- Online survey with staff from other frontline agencies that have been involved with the project

The results of the interim evaluation will contribute to future planning for the remainder of the project and also inform the development and methodology of the final evaluation – which will follow the standard Regional Development Agency (RDA) Impact Evaluation Framework.

## 2 PROJECT DELIVERY

### 2.1 Commissioning arrangements

At an early stage of project development, the WLW Implementation Group took the decision to give Local Authorities responsibility to determine the funding model for this work programme with options for a single grant operating across all six Local Authorities or six individual grants, one to each Local Authority. The Local Authority members of the Implementation Group made the decision to progress with six individual grants. Some analysis of this arrangement is shown at 3.1 below.

Some local authorities deliver projects directly and other sub contracted delivery to partner agencies. There was a varying degree of experience across the local authorities in terms of delivery of this type of project.

Commissioning took place over the spring and early summer of 2008 with the WLW programme team working closely with local authorities to develop output targets that were designed to meet both the needs of the WLW overall strategy and the needs of local areas.

It should be stressed that this project was always intended to test new delivery arrangements and methodologies as outlined in the aims and objectives at 1.2 above.

### 2.2 Current delivery structure (brief summary of each project)

Although there are clear overarching aims and objectives relating to all projects, each of the six delivery projects is unique.

#### **Brent**

energiZe aims to address worklessness by encouraging greater partnership working between South Kilburn Partnership (formerly South Kilburn New Deal for Communities) funded projects as well as other agencies locally and the voluntary sector. The project funds a Partnership Networking Manager within the South Kilburn Partnership to encourage this collaborative working between the projects, to build their capacity and identify and refer workless project beneficiaries to the local Brentin2Work employment provision through agreed referral protocols. Funding supports energiZe in the delivery of a series of externally facilitated networking and training events to better coordinate the projects, discuss key workless issues and how their service can impact on worklessness by establishing effective referral routes.

- Target Group: Workless residents who access the South Kilburn Partnership projects, in particular: lone parents, workless families, families on low incomes where one member is in work, incapacity benefit claimants.

- Geographical focus: South Kilburn Partnership New Deal for Communities area.
- Project Management: Funding is allocated to LB Brent who hold a service level agreement with South Kilburn Partnership through a service level agreement and project managed by their Deputy Chief Executive.

### **Ealing**

Local Solutions aims to reduce worklessness amongst Ealing's social housing tenants. The project assists the hardest to help residents and tenants into sustainable work. The project tests the effectiveness of a partnership approach to reducing worklessness amongst social housing tenants through the delivery of a programme of advice and employment support. A staff training programme builds capacity within the front line housing workforce to ensure that housing staff are better able to carry out basic signposting to local services and information sources.

An Employment & Training Adviser is funded to support the hardest to help residents that have been referred by Registered Social Landlord (RSL) staff, into sustainable work. Funding also supports a marketing campaign to inform social housing tenants of local employment and skills provision.

- Target Group: Workless RSL and council tenants in Ealing. Emphasis on BAME tenants, including refugees, low income family and households, including lone parents, and those on sickness related benefits.
- Geographical focus: South Acton, Norwood Green, Northolt Mandeville, Northolt West End, Southall Green, Southall Broadway.
- Project Management: Ealing Council sub-contracts the full delivery of this project to Catalyst Housing Group. The Adviser is employed by Catalyst. The day-to-day management of the relationship is the responsibility of the Partnerships Officer at Ealing Council who reports to the Senior Economic Development Manager at Ealing Council.

### **Hammersmith & Fulham**

The Hammersmith & Fulham Employment Ladder provides employment focused advice, guidance and practical support to workless residents in temporary accommodation. Job Opportunities Brokers funded by the project have a key role in facilitating access to other council provision that will help their clients overcome their barriers to work and test the

concept of person centred services. The target group is accessed initially via the HELP<sup>2</sup> project database.

- Target Group: Workless residents in temporary accommodation. Emphasis on those with greater barriers to work e.g. lone parents, people with mental health support needs and young people (16-17 year olds).
- Geographical focus: London Borough of Hammersmith & Fulham, with a focus on Wormholt & White City Shepherd's Bush Green wards, and within these the White City and Edward Woods Estates.
- Project Management: The Job Opportunities Brokers are directly employed by LB Hammersmith & Fulham, with the wider team based within the Housing Directorate. Head of Regeneration and Assistant Director of Housing Options have overall responsibility for delivery of the project outcomes.

### **Harrow**

Xcite provides a dedicated outreach, engagement, advice and support service delivered by a team of outreach workers. The team is based in a range of outreach locations including children's and community centres and provides one to one individual advice and on going coaching to help clients get back into work and vocational training. This project also benefits from additional European Social Fund (ESF) funding.

- Target Group: Workless parents, or those on low incomes with carer/parental responsibilities living in social housing or in temporary accommodation. There is a particular emphasis on engaging with lone parents predominantly women, BAME residents, particularly Somalis and the disabled.
- Geographical focus: Particular focus on the following super output areas: 151 & 139: Harrow Weald and adjacent (the Crossways estate), 227: Stanmore Park & the Woodlands Estate, 217: Rayners Lane Estate, 185: Pinner Hill (Pinner Farm Estate).
- Project Management: The project is overseen by the Economic Development team at Harrow Council.

### **Hillingdon**

Workmates supports working parents on low incomes and their employers. Two Personal Advisers provide a range of individual and group based support to newly employed parents referred by a range of local referral partners, including Jobcentre Plus. The project focuses on

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<sup>2</sup> HELP is a project of the West London Housing Partnership aiming to integrating employment and training assistance for homeless people

providing in-work coping strategies to support parents on the transition into sustained employment. Support is available for up to 52 weeks from first starting employment. The service is contracted out to A2Dominion (a local registered social landlord), and advisers operate from the Honeywell Community Centre on their Trout Road estate.

- Target Group: Parents on low incomes with carer/parental responsibility, living in social housing and their employers. The project supports parents about to start work and those recently started in work.
- Geographical focus: West Drayton and Yiewsley.
- Project Management: Hillingdon Council's Economic Development Manager is Project Manager for the grant. A Service Level Agreement exists between LB Hillingdon and A2Dominion which is the lead delivery organisation on behalf of Hillingdon's RSL Management Group. The project reports into Hillingdon's sustainable economic taskforce (Local Strategic Partnership Economic Subgroup).

### **Hounslow**

The HOPE project extends participation in employment and skills services in Hounslow and ensure all participants are offered a coherent route to work, accessing all relevant services including training, job search, benefits and money advice and job brokerage. One full time and one part time Personal Adviser is funded and integrated within Hounslow Adult & Community Education's (HACE) estate based 'widening participation' scheme. The service targets estates in the borough with the highest proportion of workless residents. Personal Advisers work in partnership with key agents in particular, Welfare and Participation Officers (HACE) and Tenant Participation Officers (Hounslow Homes and other RSLs).

- Target Group: Workless residents, and a focus on progressing learners into work.
- Geographical focus: Work to be targeted on the following estates: Oriel, Highfields, Beavers, Ivy Bridge, Haverfield, Butts Farm, and Convent Way.
- Project Management: Day to day project management is split between HACE and Hounslow's Economic Development and Business Support Unit.

## 2.3 Outputs

For the project overall there are a number of key outputs, as follows:

- Referrals to employability and skills providers (includes accessing ESOL, Basic Skills and Vocational Training)
- Residents supported (people accessing personal advice and guidance for at least 1 hour of contact time)
- Residents gaining work
- Residents sustaining work for three months
- Residents sustaining work for six months
- Residents sustaining work of less than 16 hours a week for 6 months
- Frontline staff (from other agencies) receiving training
- Residents accessing work placements/volunteering
- Residents accessing childcare support following intervention
- Number of projects (other agencies) supported
- Number of networking events
- Number of project employment training sessions delivered

The contribution of individual projects to this suite of outputs varies. All projects contribute to some outputs while for other outputs only one project might contribute. The detail of these arrangements can be seen in section 3.2 below.

Each project also has its own list of outputs. Some of these directly match those above and some might be different; each of them map across to the overall list of outputs above in some way. This might result in some projects contributing to the overall outputs from more than one individual project output, e.g. Ealing contributes to the overall outputs of referrals to employability and skills providers through three different individual project outputs: referrals and signposts to other services, tenants receiving basic skills or ESOL training and tenants receiving other skills training.

Each individual project also has a clear set of output definitions; some of these are generic across all projects and others are specific to the individual projects.

This complex arrangement of outputs came about through the contracting process; while WLW had clear aims and objectives for this project, there was a wish to remain flexible on outputs to ensure they met the needs of individual local authorities.

After the end of quarter 4 (March 2009), it became clear that the programme was lagging behind in the achievement of many of the outputs. All projects went through a process of re-profiling their outputs. In all cases this process did not reduce the final figure expected, but

spread the unclaimed outputs across the remaining lifetime of the programme.

## **2.4 Current management, monitoring and support arrangements**

The WLW programme team consists of three staff. They have responsibility for contracting, monitoring and management of all the WLW projects. The London Development Agency is the accountable body for West London Working, so grants with local authorities are with the LDA and the programme team are employed by the LDA..

There are two Project Managers who divide the support work between them taking responsibility for three individual projects, as well as specific themes across the programme. There is also a Project Coordinator who takes responsibility for much of the monitoring and administration across the delivery projects. This coordination role is relatively new, only coming into place in July 2009. One of the Project Managers also left in the summer of 2009 and has now been replaced.

In addition to the above management arrangements, Tank Consulting was also contracted to offer a range of support services to the projects through out the project lifetime. This has included assisting with output definitions, supporting delivery work (through developing training and one to one advice for delivery staff), quality assurance and supporting good practice.

The delivery of evaluation activity (interim and final) is also part of the Tank contract. In order to ensure objectivity in the findings the delivery of all evaluation activity is carried out by a separate team with Tank and overseen by a different Director to the support activity.

### 3 EVALUATION FINDINGS

#### 3.1 Commissioning

The commissioning arrangements for this project were complex. The WLW team had to negotiate separately with six local authorities, with different levels of delivery experience. This included negotiating a wide range of outputs for each project.

Delivery was due to commence in most cases in June 2008. The WLW team ensured that all projects were able to receive a grant award letter from the LDA in order to commence delivery. This was in recognition that it can take some weeks to reach the point of signing an actual grant agreement for projects of this type. In most cases, the letter of intent gave sufficient comfort for local authorities to proceed, although delays in starting occurred for other reasons (see below).

The local nature of commissioning has resulted in a wide range of diverse projects; while all the local authorities stated that this has helped them meet needs at a local level, it has resulted in a complex set of management arrangements. The following benefits of the contracts being held directly with the local authorities were identified:

- Ability to meet local needs  
All projects were designed to meet local needs. Some were designed to address very specific geographical issues (e.g. projects were targeted to work with specific estates) and others were more thematic in nature (e.g. targeting people in temporary accommodation). Managers felt that their projects were contributing to previously identified targets and priorities.

It is clear that we would expect local authorities to have a clear and detailed understanding of local needs. In most cases this has led to the development of projects that can meet these identified needs. However, the ability of local projects to also meet the overall aims and objectives of the WLW project has varied. While all projects are meeting the overall aims to some degree, there is some variation in the extent of this. This is inevitable when we consider that there are likely to be a degree of competing priorities between a sub-regional programme and a local programme.

- Provision of new local services  
While all the projects being delivered under this programme are new, some local authorities had very little track record of delivery in this area. The WLW funding has therefore developed completely new programmes of support and in some cases has started to create “new thinking” at a local level for this type of service.

For example, in London Borough of Harrow the funding has enabled the local authority to develop its own programme from scratch. Prior to the project this type of activity was not seen as a priority as the local economy was very buoyant. However, the project was set up just as the recession began to take effect (unemployment doubled) and now the project is taken seriously at a local level and is starting to influence recruitment practice across the borough.

- Good integration of projects with other local services  
Managing the projects at a local level has enabled good integration with other statutory and non-statutory services. This is often because the local authority staff are known locally – but also because they can take advantage of existing networks and opportunities.

For example, in London Borough of Hounslow the project is co-located within the adult and community education service. This has enabled a relatively seamless integration with the service whereby the project can meet a previously identified gap (i.e. for one to one support).

- Provides an enabling role for the local authority  
Many local authorities identified that the WLW project had enabled them to strengthen their role as a local enabler. The very nature of many of the projects, requiring them to work across a range of agencies, has provided local authorities with an excellent opportunity to act as a catalyst for service development at a local level.

#### Match funding

The provision of match funding, mostly through local authorities, not only provided more resources to the projects, but also increased the sense of “ownership” of the project within the local authority. This is likely to lead to additional advantages in sustainability.

Alongside the benefits of commissioning locally, we also identified some disadvantages which included:

- Local authority recruitment processes  
Where staff were to be directly employed by the local authority, managers had to follow local authority recruitment processes. In most cases these proved to be extremely lengthy and cumbersome leading to staff not being in place for up to six months; this has had a significant effect on the ability of projects to meet targets.
- Sub-contracting arrangements  
Not all contracts were to be delivered directly and sub contracting took place. However, there is some evidence that the management arrangements for sub contracting were not as effective as they might

have been. For example, one sub contractor announced a “freeze” on recruitment just after signing the contract and the local authority had to wait for this to be lifted before starting the contract.

In some cases the sub-contracting arrangements also appear to have distanced the local authority from a real engagement with the project; this can have the effect of neutralising some of the benefits of working through the local authority in the first place.

- **Low levels of cross borough working**  
It is fair to say that there are very few instances of true cross borough working. All local authorities involved in the project have tended to concentrate on local activity and partnerships rather than working across borough boundaries. This is inevitable where local funding may be involved (e.g. section 106 funding). The main forum for cross borough exchange has been the regular support workshops for Personal Advisers, facilitated by Tank – however, even here there have been very limited outcomes from this exchange of information and practice.
- **Track record as provider**  
Local authorities had a varied track record as a provider of services in this way. Where these projects were completely new, there was an unanticipated lead in time to become known and trusted at a local level. This has affected the ability of projects to meet their targets.
- **Management, coordination and reporting**  
Clearly from the perspective of the WLW team, managing and coordinating six projects has been costly and time consuming. As well as the simple extra volume of projects, there is the complexity of each project having a different design and suite of outputs – the time needed to manage this effectively should not be underestimated.

At a local project level, all projects are required to report fully on outputs and follow the LDA’s claims process. For many, this was seen as being quite a burden for a relatively small (£150,000 over two years) project.

## Conclusions

- All managers at a local authority felt that working through boroughs was the right approach.
- Such an approach can be difficult to align local priorities with overall programme priorities and may lead to an overly complex set of outputs and targets that can be difficult to manage.
- Care should be taken to ensure the effectiveness of subcontracting arrangements.

- Working through a local contract is likely to reduce the ability of providers to work at a cross borough level – especially where additional funding targeted at local needs is in place.

### 3.2 Achievement of outputs

#### *Target setting and output definitions*

As stated above all projects were able to negotiate a range of outputs – some were broadly generic to the whole programme, while others were more locally relevant. Some projects were able to negotiate outputs and targets that were unique to their project. Project managers welcomed this approach stating that it enabled their projects to be more locally responsive. (NB: one project manager stated that they were not able to select their own output targets).

While welcoming the approach, with hindsight some project managers were not happy with their targets as they stood. Some stated that the targets were set prior to the effects of the recession being felt; they felt that in the context of a deep recession, some of the targets would be very difficult to achieve. Other, less experienced project managers, felt that they had been too optimistic – but acknowledged the process had been good.

In the context of wanting to test new approaches to outreach and personal advice this range of outputs is very useful as it has enabled projects to focus on what is important to them in piloting new methodologies. However, in some cases the differences make it hard to compare 'like with like' performance across all projects which creates difficulties in evaluating the relevant value of each approach. The WLW team have a very good understanding of the targets and how they relate to each other and the wider programme; this has helped enormously in gaining understanding at both project and programme level.

#### *Output definitions*

Tank was asked to work with the WLW team and the projects to develop clear definitions for each of the contracted outputs with each project. This was a complex exercise; reaching common definitions across the local projects was difficult in some cases. Tank was asked to try and align the output definitions with other programmes where possible, but this did not always suit the nature of the local project. Although the requirements are not over an above the norm, there was a perception of this leading to complex administrative requirements for some projects. Personal Advisers were often frustrated by output definitions; some of these frustrations appear to have been the product of working within a complex, publically funded and accountable programme and some were set locally by the local authorities themselves. The combination of the two has led to, what might appear at first sight, to be restrictive definitions. However the WLW team have tried to introduce flexibility and some PAs were able to provide examples of this.

It should be noted that while many other funding programmes have moved towards an output related payment methodology, this has not been the case for this programme where funding is paid on defrayed expenditure.

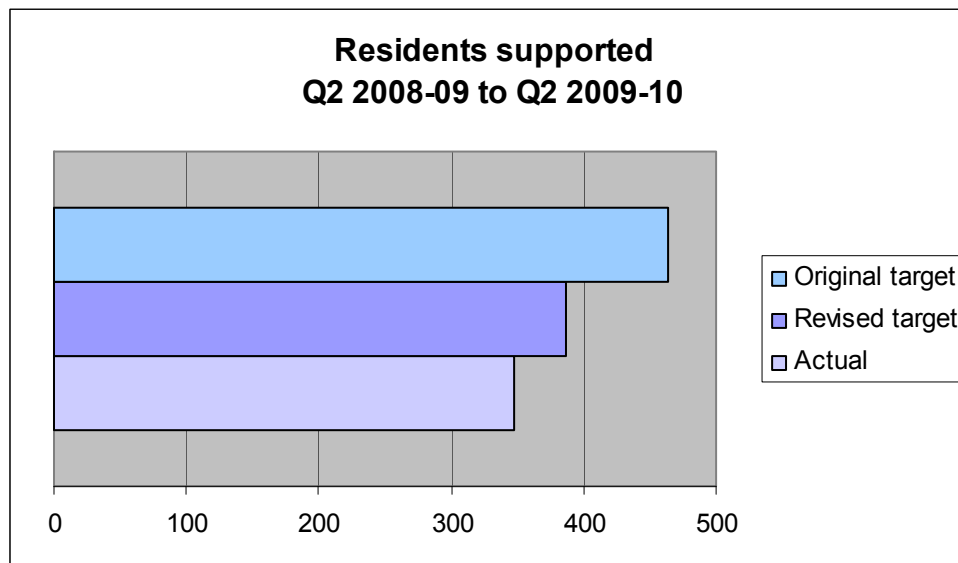
### 3.3 Analysis of outputs against targets

- In this analysis of outputs against targets, we have summarised information provided by WLW to show:
  - how the programme is performing as a whole against each output across the period of the programme
  - how the programme is performing as a whole against each output cumulatively to date.
- We have shown how each project contributes to each output in a separate appendix 1.
- The information we have covers the period June 2008 (when projects were contracted) to September 2009.
- WLW revised targets profile at the end of 2008-09; the overall targets remained the same, but delivery of outputs was pushed further towards the latter part of the programme.
- The majority of projects will complete at the end of 2009-10, however two local authorities (Hounslow and Brent) will deliver some outputs in 2010-11.
- We have included both the original targets and the revised targets in our analysis:
  - actuals to the end of 2008-09 are compared with the original targets, and the variance shown
  - actuals for April to September 2009 (Q1 and Q2) are compared with the revised targets.
- Performance against equalities targets are analysed in a similar way, in the following section.

Residents supported

Figure 1 Residents supported

	2008-09				2009-10					2010-11	Total
	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Total	
Original target	10	68	114	192	134	138	114	66	452	0	644
Revised target	0	23	93	116	138	133	152	105	528	0	644
Actual	0	23	93	116	124	107	0	0	231	0	347
% variance for 2008-09 (against original target)	-100%	-66%	-18%	-40%	-	-	-	-	-	-	-
% variance for 2009-10 (against revised target)	0%	0%	0%	0%	-10%	-20%	-100%	-100%	-56%	0%	-46%

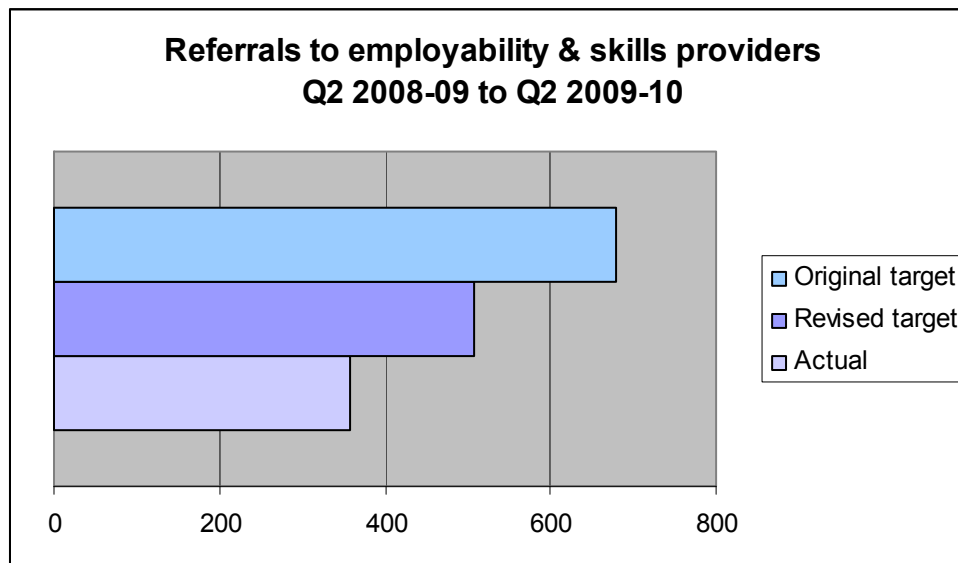


All providers contribute towards this output. The programme as a whole has underperformed on this target against both the original and the revised targets (-10% to date against the revised target). Performance for the programme as a whole has improved in the first two quarters of 2009-10, as against 2008-09.

Referrals to employability & skills providers

Figure 2 Referrals to employability & skills providers

	2008-09				2009-10					2010-11	Total
	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Total	
Original target	5	148	172	325	176	177	180	166	699	0	1024
Revised target	0	0	65	65	209	234	243	241	927	32	1024
Actual	0	0	65	65	147	146	0	0	293	0	358
% variance for 2008-09 (against original target)	-100%	-100%	-62%	-80%	-	-	-	-	-	-	-
% variance for 2009-10 (against revised target)	0%	0%	0%	0%	-30%	-38%	-100%	-100%	-68%	-100%	-65%

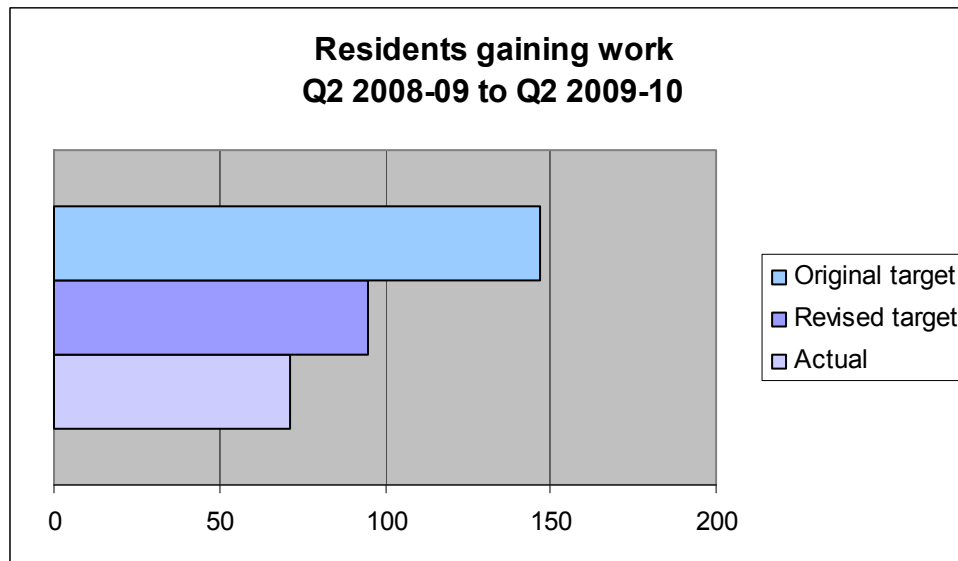


All providers contribute towards this output. To date the programme as a whole has underperformed on this target against both the original and the revised targets (-30% to date against the revised target). Although still below target performance has improved in the first and second quarter 2009-10.

Residents gaining work

Figure 2 Residents gaining work

	2008-09				2009-10					2010-11	Total
	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Total	
Original target	0	20	41	61	43	43	44	44	174	0	235
Revised target	0	1	11	12	34	49	61	68	212	11	235
Actual	0	1	11	12	24	35	0	0	59	0	71
% variance for 2008-09 (against original target)	0%	-95%	-73%	-80%	-	-	-	-	-	-	-
% variance for 2009-10 (against revised target)	0%	0%	0%	0%	-29%	-29%	-100%	-100%	-72%	-100%	-70%

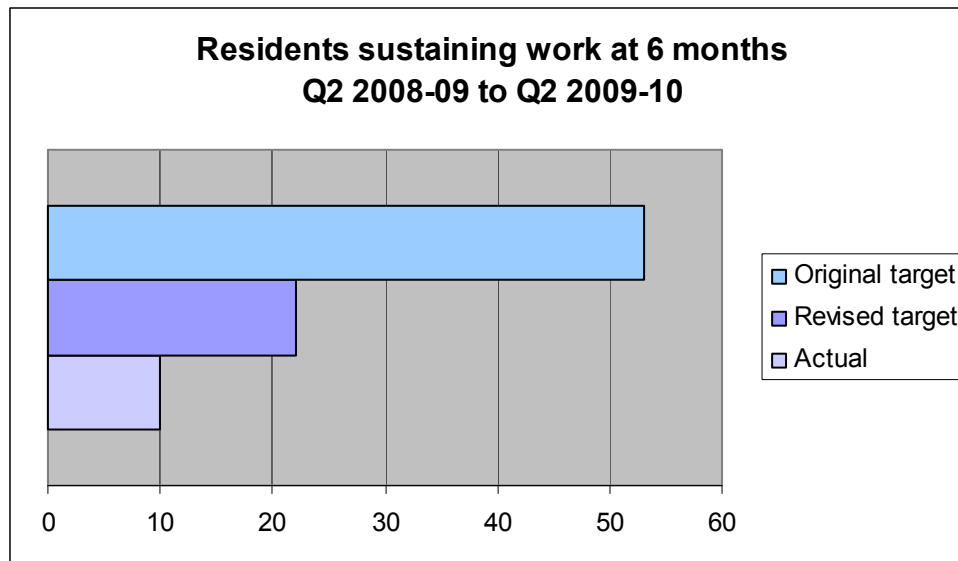


All providers, apart from Hillingdon, contribute towards this output. The programme as a whole has underperformed on this target against both the original and the revised targets (-25% to date against the revised target). In the first and second quarter 2009-10 performance against the revised targets has improved compared to performance against targets in 2008-09.

Residents sustaining work at 6 months

Figure 3 Residents sustaining work at 6 months

	2008-09				2009-10					2010-11	Total
	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Total	
Original target	0	0	2	2	19	32	51	51	153	0	155
Revised target	0	0	0	0	5	17	58	67	147	22	169
Actual	0	0	0	0	0	10	0	0	10	0	10
% variance for 2008-09 (against original target)	0%	0%	0%	-100%	-	-	-	-	-	-	-
% variance for 2009-10 (against revised target)	0%	0%	0%	0%	-100%	-41%	-100%	-100%	-93%	-100%	-94%

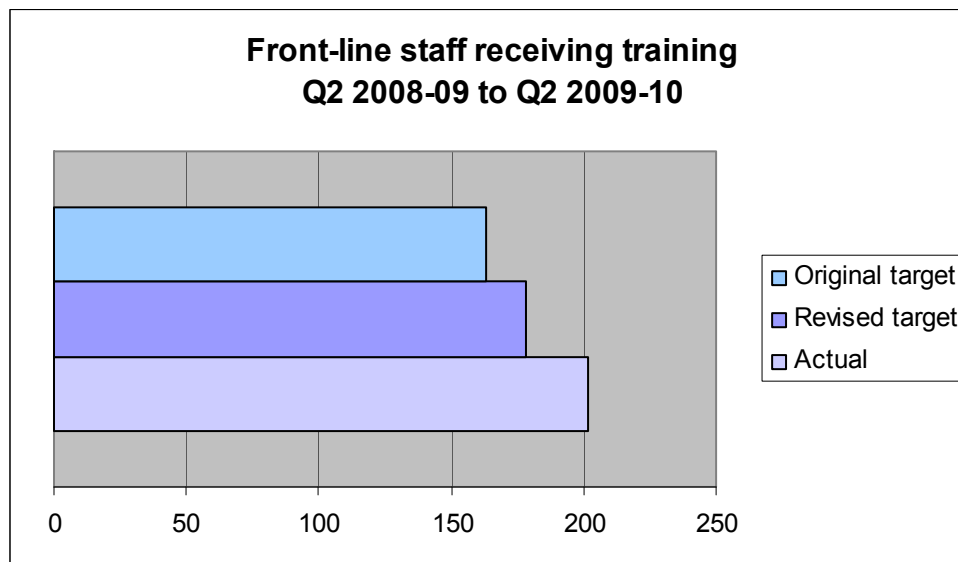


All providers contribute towards this output. Targets for this output have necessarily been set very low at the start for the programme. In quarter two 2009-10 the programme as a whole achieved the first outputs towards this target, outputs are significantly below target (-55% to date against the revised target). This output is particularly susceptible to late start up.

Frontline staff receiving training

Figure 4 Front-line staff receiving training

	2008-09				2009-10					2010-11	Total
	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Total	
Original target	0	48	46	94	26	43	20	40	129	0	223
Revised target	0	5	93	98	37	43	41	38	159	0	257
Actual	0	5	93	98	45	59	0	0	104	0	202
% variance for 2008-09 (against original target)	0%	-90%	102%	4%	-	-	-	-	-	-	-
% variance for 2009-10 (against revised target)	0%	0%	0%	0%	22%	37%	-100%	-100%	-35%	0%	-21%

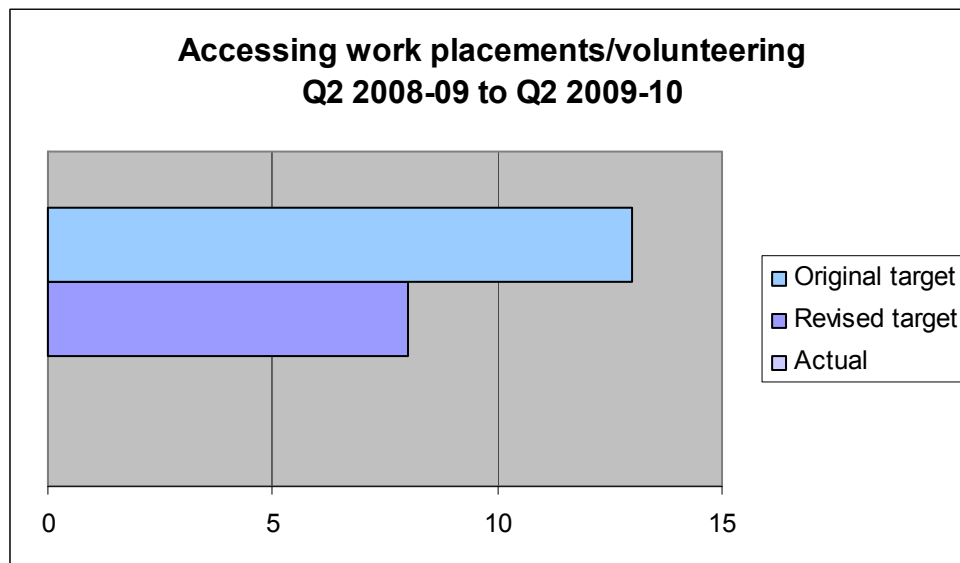


All providers, apart from Hillingdon, contribute towards this output. The programme has over performed against this output to date by 13% against the revised target. In quarter four 2008-09 the programme over performed by 102% against the original target.

Accessing work placements/volunteering

Figure 5 Accessing work placements/volunteering

	2008-09				2009-10					2010-11	Total
	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Total	
Original target	0	3	4	7	3	3	3	4	13	0	20
Revised target	0	0	0	0	3	5	5	7	20	0	20
Actual	0	0	0	0	0	0	0	0	0	0	0
% variance for 2008-09 (against original target)	0%	0%	-100%	-100%							
% variance for 2009-10 (against revised target)	0%	0%	0%	0%	-100%	-100%	-100%	-100%	-100%	0%	-100%

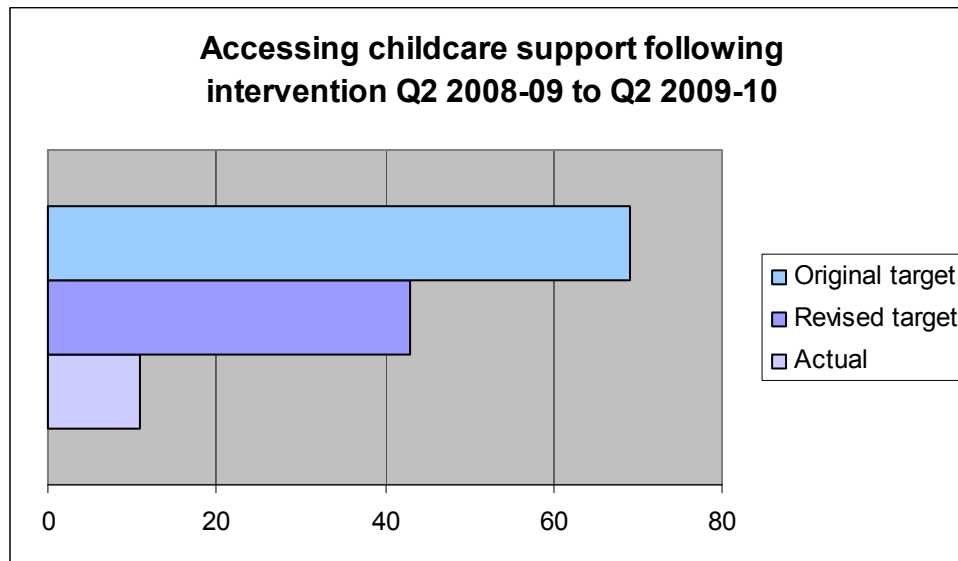


Brent was the only local authority to deliver this output. At the end of September 2009, no outputs have been achieved towards this target.

Accessing childcare support following intervention

Figure 6 Accessing childcare support following intervention

	2008-09				2009-10					2010-11	Total
	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Total	
Original target	0	7	14	21	24	24	26	27	101	0	122
Revised target	0	0	0	0	15	28	35	44	122	0	122
Actual	0	0	0	0	4	7	0	0	11	0	11
% variance for 2008-09 (against original target)	0%	0%	-100%	-100%	-	-	-	-	-	-	-
% variance for 2009-10 (against revised target)	0%	0%	0%	0%	-73%	-75%	-100%	-100%	-91%	0%	-91%

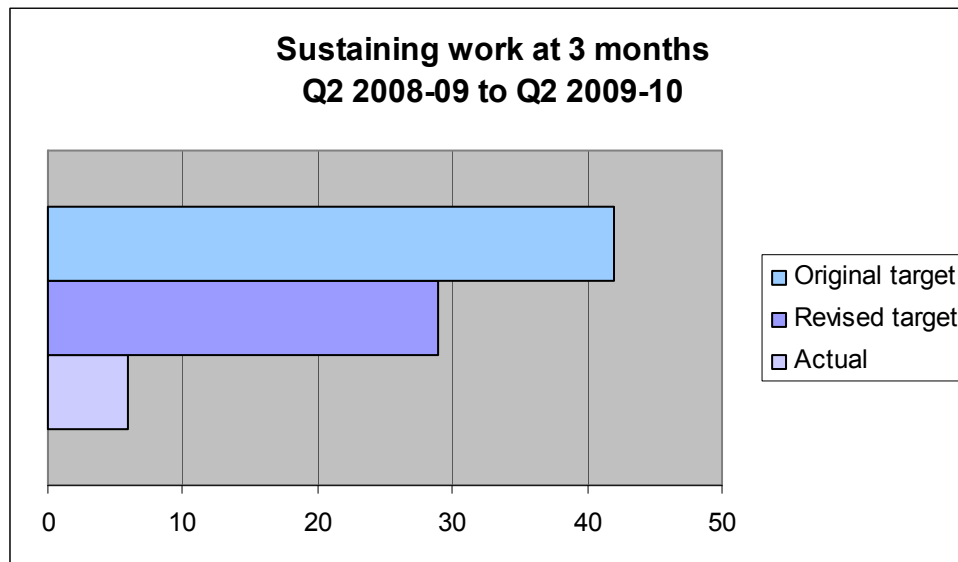


This output is being delivered by Hammersmith & Fulham, Harrow and Hillingdon. No outputs were achieved during 2008-09. The programme still significantly underachieved on its targets for the first and second quarter of 2009-10 (-74% to date against the revised target).

Sustaining work at 3 months

Figure 7 Sustaining work at 3 months

	2008-09				2009-10					2010-11	Total
	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Total	
Original target	0	0	7	7	15	20	20	18	73	0	80
Revised target	0	0	0	0	7	22	24	27	80	0	80
Actual	0	0	0	0	4	2	0	0	6	0	6
% variance for 2008-09 (against original target)	0%	0%	-100%	-100%	-	-	-	-	-	-	-
% variance for 2009-10 (against revised target)	0%	0%	0%	0%	-43%	-91%	-100%	-100%	-93%	0%	-93%

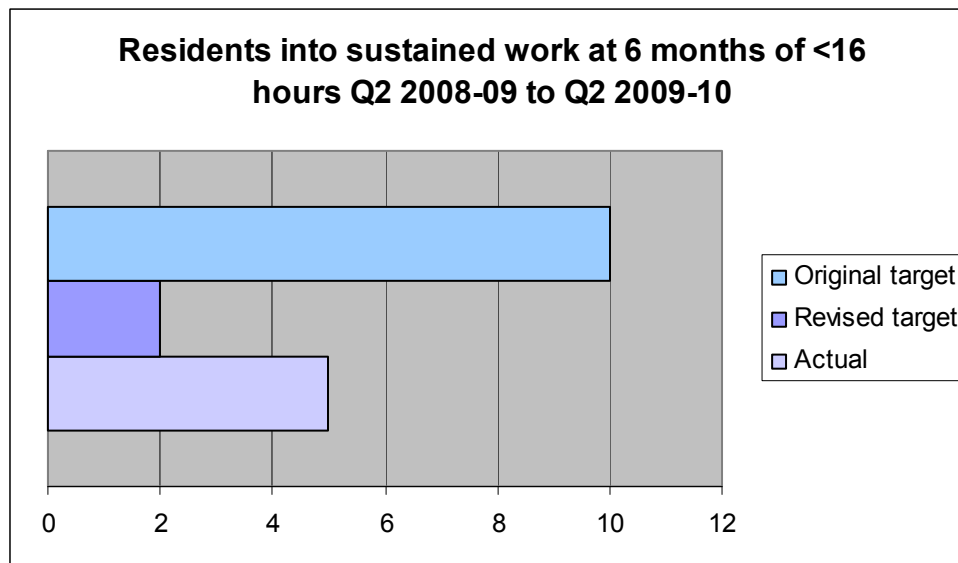


Hillingdon is the only local authority to deliver this output. No outputs were achieved during 2008-09. Outputs were delivered in the first and second quarter of 2009-10, although Hillingdon is still significantly underachieving (-79% to date against revised target).

Residents into sustained work at 6 month of <16 hours

Figure 8 Residents into sustained work at 6 month of <16 hours

	2008-09				2009-10					2010-11	Total
	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Total	
Original target	0	0	0	0	5	5	5	5	20	0	20
Revised target	0	0	0	0	0	2	4	11	17	13	30
Actual	0	0	0	0	0	5	0	0	5	0	5
% variance for 2008-09 (against original target)	0%	0%	0%	0%	-	-	-	-	-	-	-
% variance for 2009-10 (against revised target)	0%	0%	0%	0%	0%	150%	-100%	-100%	-71%	-100%	-83%

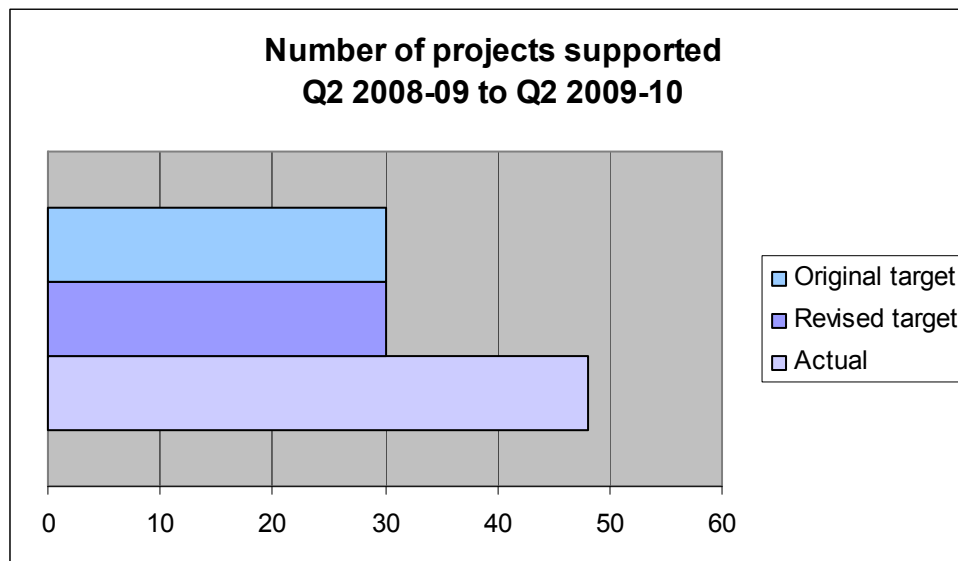


Hounslow is the only local authority to deliver this output. No outputs were profiled or achieved in 2008-09, or in the first quarter of 2009-10. Hounslow has over achieved its target for the second quarter 2009-10 by 150%

Number of projects supported

Figure 9 Number of projects supported

	2008-09				2009-10					2010-11	Total
	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Total	
Original target	0	15	15	30	0	0	0	0	0	0	30
Revised target	0	0	27	27	1	2	0	0	3	0	30
Actual	0	0	27	27	8	13	0	0	21	0	48
% variance for 2008-09 (against original target)	0%	-100%	80%	-10%	-	-	-	-	-	-	-
% variance for 2009-10 (against revised target)	0%	0%	0%	0%	700%	550%	0%	0%	600%	0%	60%

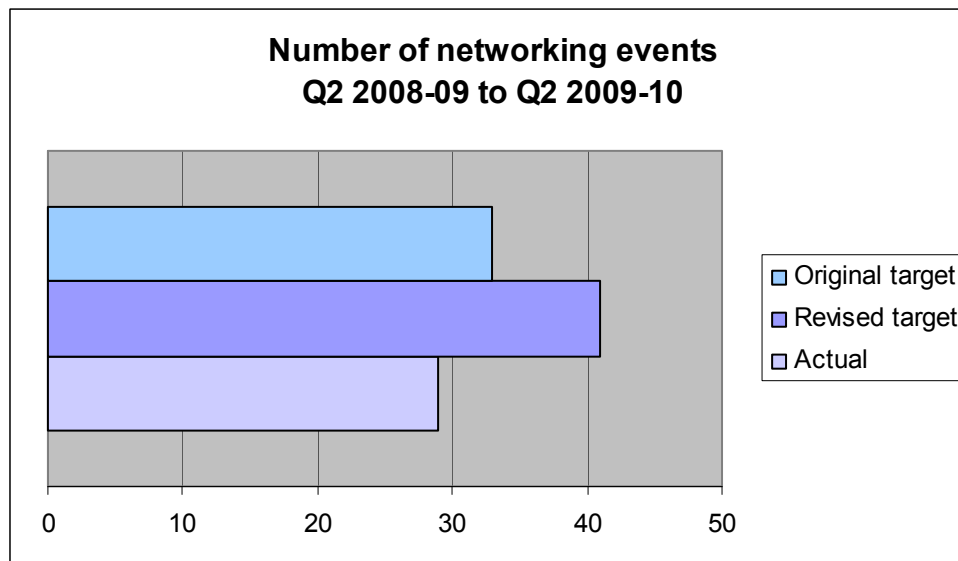


Brent is the only local authority to deliver this output. Brent achieved 90% of its original target outputs for 2008-09, and has significantly over-achieved against its targets for the first and second quarter of 2009-10. To date Brent has overachieved against this target by 60%.

Number of networking events

Figure 10 Number of networking events

	2008-09				2009-10					2010-11	Total
	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Total	
Original target	0	9	8	16	7	9	7	8	30	0	46
Revised target	0	9	1	10	28	3	3	2	36	0	46
Actual	0	9	1	10	15	4	0	0	19	0	29
% variance for 2008-09 (against original target)	0%	0%	-88%	-38%	-	-	-	-	-	-	-
% variance for 2009-10 (against revised target)	0%	0%	0%	0%	-46%	33%	-100%	-100%	-47%	0%	-37%



Brent and Hounslow are the only local authorities to deliver this output. The programme as a whole has underachieved by 29% against this target to date. However the programme has over achieved against its target for the second quarter 2009-10 by 33%.

Number of project employment training sessions

Figure 11 Number of project employment training sessions

	2008-09				2009-10					2010-11	Total
	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Total	
Original target	0	1	1	2	0	1	0	1	2	0	4
Revised target	0	0	0	0	1	2	1	0	4	0	4
Actual	0	0	0	0	0	1	0	0	1	0	1
% variance for 2008-09 (against original target)	0%	-100%	-100%	-100%	-	-	-	-	-	-	
% variance for 2009-10 (against revised target)	0%	0%	0%	0%	-100%	-50%	-100%	0%	-75%	0%	-75%



Brent is the only local authority to deliver this output. The output targets are low, however no outputs were achieved in 2008-09, or in the first quarter of 2009-10. In the second quarter of 2009-10 the first output was achieved. However, Brent has underachieved against the revised target to date by 50%.

*Equalities targets and outputs*

We are focusing on two outputs: residents supported and residents gaining work. For the programme as a whole, actual performance against these two outputs has generally been much lower than targets up to the second quarter of 2009-10. If equalities groups' outputs against targets up to the second quarter of 2009-10 were reported this is likely to follow a similar pattern. Therefore, we have focused on whether or not the programme has achieved the target proportion of equalities groups expected against the residents supported and residents gaining work outputs achieved.

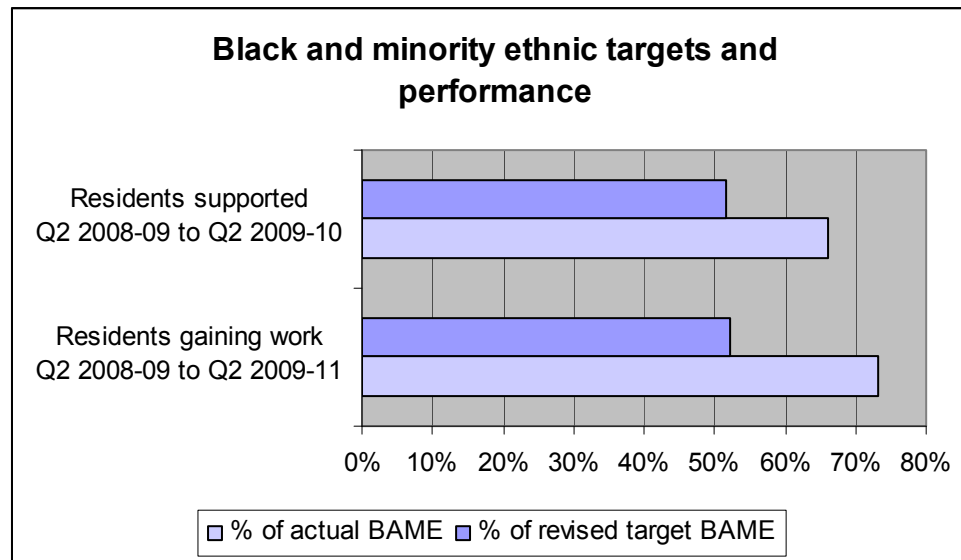
*Black and minority ethnic targets and performance*

*Figure 12 Residents supported – BAME targets*

	2008-09				2009-10					2010-11	Total
	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Total	
% of revised target BAME	-	50%	51%	51%	51%	53%	53%	54%	53%	-	52%
% of actual BAME	-	74%	66%	67%	47%	87%	-	-	65%	-	66%

*Figure 13 Residents gaining work – BAME targets*

	2008-09				2009-10					2010-11	Total
	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Total	
% of revised target BAME	-	50%	50%	50%	52%	53%	52%	53%	53%	50%	52%
% of actual BAME	-	100%	55%	58%	67%	83%	-	-	76%	-	73%



All providers contribute towards the residents supported output and all, apart from Hillingdon, contribute towards the residents gaining work output. All providers have achieved outputs against their Black and minority ethnic targets for these two outputs. Against both outputs the programme has engaged a higher proportion of people from black and minority ethnic backgrounds than the target.

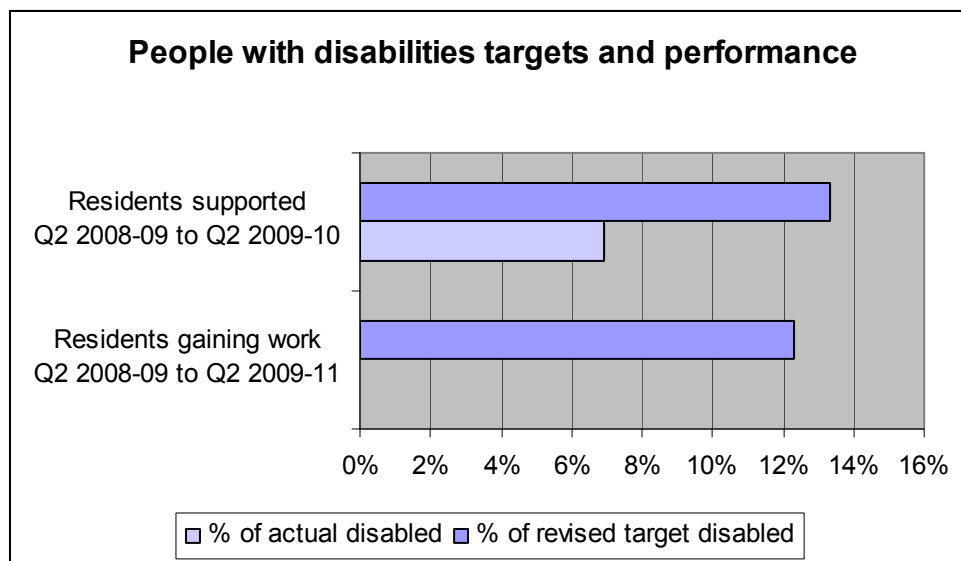
*People with disabilities targets and performance*

Figure 14 Residents supported – People with disabilities targets

	2008-09				2009-10					2010-11	Total
	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Total	
% of revised target disabled	-	10%	16%	15%	13%	13%	12%	10%	12%	-	12%
% of actual disabled	-	13%	13%	13%	3%	5%	-	-	4%	-	7%

Figure 15 Residents gaining work – People with disabilities targets

	2008-09				2009-10					2010-11	Total
	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Total	
% of revised target disabled	-	10%	15%	15%	11%	12%	12%	12%	12%	10%	12%
% of actual disabled	-	0%	0%	0%	0%	0%	-	-	0%	-	0%



All providers contribute towards the residents supported output and all, apart from Hillingdon, contribute towards the residents gaining work output. All providers have reported outputs against their residents with disabilities supported target. No provider has reported outcomes against their residents with disabilities gaining work target. The programme is significantly underperforming against both targets.

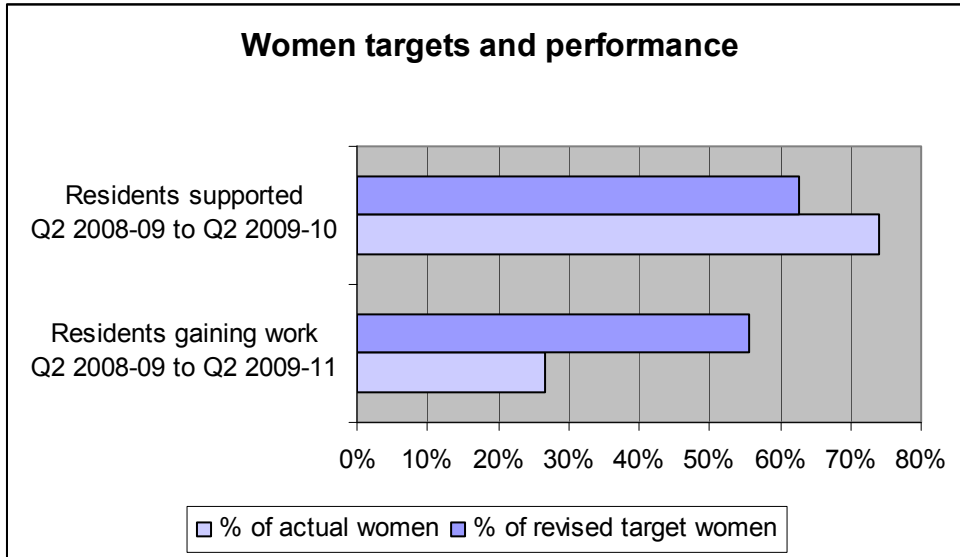
*Women targets and performance*

*Figure 16 Residents supported – Women targets*

	2008-09				2009-10					2010-11	Total
	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Total	
% of revised target women	-	53%	59%	58%	65%	65%	65%	58%	63%	-	62%
% of actual women	-	83%	80%	80%	66%	77%	-	-	71%	-	74%

*Figure 17 Residents gaining work – Women targets*

	2008-09				2009-10					2010-11	Total
	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Total	
% of revised target women	-	50%	60%	60%	54%	56%	56%	56%	59%	60%	56%
% of actual women	-	100%	36%	42%	21%	26%	-	-	24%	-	27%



All providers contribute towards the residents supported output and all, apart from Hillingdon, contribute towards the residents gaining work output. All providers have reported outputs against their female residents supported target. All providers apart from Brent have reported outcomes against their female residents gaining work target. The programme is over performing in terms of women being supported in the programme, but is significantly underperforming against women gaining work.

### 3.4 Development of outreach models

The overall aim for the outreach element was to “create innovative approaches to outreach that link frontline staff delivering other public and third sector services, with employment and skills provision”.

Most of the projects took a broadly similar approach to this in terms of working with a range of external agencies. Some worked closely with staff who were internal to the local authority (e.g. in Hounslow they worked closely with the Widening Participation Officers within the Hounslow Adult and Community Education (HACE) team for referring people on to the project) while others worked with agencies external to the project (e.g. in Brent they worked with a range of community agencies, with a wide range of primary aims and objectives that linked to the needs of local residents but not necessarily linked to employment).

In terms of methodologies for the outreach element – some projects took a fairly formal approach to this – running training sessions with frontline staff, team/staff briefings, etc. Others took a more informal approach based around developing personal relationships with other agencies to generate referrals.

Personal Advisers and managers stated that some genuinely new referral routes have been developed. For example in Harrow, new relationships with the newly developed Children’s Centres have been developed and this has also led to some productive project funded work with Gingerbread (working with groups of Xcite clients). Other projects used existing networks and built on these. For example, Hammersmith and Fulham used existing relationships with RSLs on specific estates, but expanded this and built on their processes to make these more effective.

In terms of what has worked well across the different projects, the following was mentioned:

- Good location  
Being effectively sited was mentioned by some projects. In Hounslow, being co-located with the HACE team was felt to be very positive. Personal Advisers have been able to attend classes to offer and promote the service.
- Similar sectors  
Many projects found that where they were working in similar sectors or disciplines then the outreach element was often more successful. Both Hounslow and Hammersmith and Fulham worked very closely with their immediate “peers” for referral and this has helped them achieve quick recognition and mutual understanding of service delivery areas and their remit.

- Flexible practice  
Harrow commented that simple changes in their working practices made a big difference to referrals. They had tried to work with a local Somali community group but found their standard working times did not fit the normal practice of the group. Once they changed their delivery times, referrals improved. Very simple changes to practices, that helped to build trust proved to work well.
- Distributing funds  
Harrow found that holding a small budget also worked well – being able to offer some financial incentives, no matter how small, had helped to open doors e.g. being able to fund the local Gingerbread group to run sessions.
- Other incentives  
Hammersmith and Fulham found they could offer other incentives – people were offered enhanced housing options (on one particular housing programme) if they agreed to be referred to the project to discuss employability.

However, projects also found difficulties in engaging with other agencies to generate referrals. The following challenges were mentioned:

- Quality of referrals  
Some projects reported that inappropriate referrals were made – or other agencies only referred people they found too difficult to deal with. This has resulted in projects providing more feedback and clarifying the nature of the project with external agencies. For some this has improved matters.
- Working with Jobcentre Plus  
Two projects voiced particular problems in working with Jobcentre Plus (JCP) – in one case this was around JCP not wishing to share client data (to enable onward referral of newly employed customers to the personal advice project ) and in another it was the problems of a high staff turnover at JCP leading to wasted relationship building. Another project felt that referrals were unlikely to be successful, where JCP had mandated a client to attend, as this damaged the relationship of trust that was required. It should be noted that one project who had experienced some difficulties in working with JCP now reported a much better working relationship.
- Working with employed people  
Hillingdon's project is the only one that is targeted at people in work or who are about to move into work. They have found that recessionary factors have led to other training providers making fewer job outputs and this has effectively reduced their potential 'market' for clients.

- Historic lack of partnership working  
 In London Borough of Brent, in the South Kilburn area there is a reported historic lack of partnership working. The Brent project had underestimated the resource, and time, required to address this. While other agencies often agreed to come on board with the concept for the project, this has yet to generate significant client referrals to its project partner Brentin2Work.
- Own targets and values  
 One project reported a real disconnect between the other agencies' targets and values and those of the project which inhibited referrals. They said that many housing staff saw their role as being solely around meeting housing needs and found broadening their remit to consider referral to employment support very difficult. However, other projects had been successful in working across the housing field.
- Evidencing indirect action  
 One project felt that there was a challenge to evidence the results of indirect action and proving that referrals had been generated by the work of the project.

Interestingly, the front line Personal Advisers were generally more negative about the success of the outreach element. However, managers were able to be more positive about the new relationships formed. This may be a product of managers having a broader perspective on this issue.

## Conclusions

- The original vision to expand outreach routes across other agencies has been very successful in many of the projects. New routes for referral have been developed and in some areas this is now embedded well in general practice (e.g. Harrow, Hammersmith and Fulham).
- Having a genuine “offer” and incentives through either funding or other options appears to improve the ability to generate referrals from other sources.
- Where projects can work with agencies within a similar field or discipline there is a greater chance of success – the further away projects are from their potential source of referrals, there is less likelihood of success.
- Some good relationships already exist – it is important to build on these where appropriate. However, where there is a historical lack of working together it has proved very difficult to stimulate partnership working, even when this activity is substantially resourced.

### 3.5 Development of new personal advice models

The original vision for the personal advice element was to pilot innovative methods of personal support to increase the number of people that successfully achieve their goal through accessing skills or employment services. This often involved Personal Advisers not holding on to all their referrals but to “signpost” clients to other agencies as necessary.

There appears to be a general consensus across the projects that the personal advice model has not developed in a particularly innovative way. This is not to say that it has not, in many cases, been very useful and made a positive difference to people reaching their employment goals. In the words of one manager: “...the vision of providing the (personal advice) service has been fulfilled – I’m not sure it is mind-blowingly original”.

Certainly many Personal Advisers felt that they provided good quality, intensive support and this is what was needed by many clients with high support needs. They were at pains to point out that the project was specifically designed to target ‘hard to help’ client groups – by definition they would not be suitable to referring on straightaway. However, there appeared to be little recognition from Personal Advisers that clients with complex needs might need support from specialist agencies. There was mention of the role of initial assessment in helping to identify needs.

Personal Advisers were generally quite negative about the quality of the agencies they referred on to and felt that they were often not suitable for their clients. However, there was one notable exception in Ealing where the Personal Adviser was very enthusiastic about referring on; she saw signposting on as being a positive benefit to the client and had found ways of explaining this to clients such that she felt they did not feel “fobbed off”.

Managers had a more varied response to this area. Many had mixed feelings; they felt they were providing a good quality personal advice service. Some felt that the design of their projects did not warrant a more innovative approach while others felt the referral into the project had been so low that they had not really had a chance to develop this side.

Other managers were more positive and were able to cite good examples of where they had worked across agencies to provide good outcomes for clients. For example, in Hammersmith and Fulham one client was threatened with eviction so they worked with the landlord to pay off her arrears, worked with an RSL to negotiate move on accommodation and obtained a work placement with the local authority. She is now in permanent accommodation and has a permanent job. In Harrow, the project has negotiated with the wider local authority to

advertise all vacancies for two weeks across the employability network with the possibility of a work trial for clients.

These examples show that there is room for innovation and cross working.

When looking at what has worked well, people mentioned the following:

- **Good quality advisers**  
Although this should go without saying, it is important to mention that the quality of any service of this nature will lay with the individuals delivering the service. In Hounslow, they offered SO2/PO1 salary grades (around £30,000 per annum, including outer London Weighting) to try and ensure good quality advisers.
- **Intensive pastoral care**  
The ability to work intensively with clients on their pastoral needs was mentioned several times. This takes time as well as skill and this should be recognised.
- **Integrating in appropriate departments**  
Having advisers integrated with relevant teams was felt to be important. In Hounslow, there is clear integration between the Economic Development team and the Adult and Community Education team for the first time and this was felt to really improve delivery and contacts with other departments.

Barriers to this element of the work, included:

- **Availability of childcare and other support**  
Insufficient childcare was mentioned by a number of projects. There is clearly a high, unmet need in this area which can be a significant area to ultimately moving people on to employment. Other support in some areas has also been lacking. For example, in Ealing, it was reported that the key provider of training for ESOL and Basic Skills had run out of funding and was not able to accept referrals.
- **Competition from other providers**  
It was noted by some people that employment services have been (and still are) very competitive. This has resulted in a lack of trust across agencies, which does not facilitate the onward referral of clients. Despite flexibility from WLW there was still concern from some about output counting.
- **Eligibility rules from other providers**  
It was noted from some projects that their eligibility rules did not always coincide with those of the provider they were trying to refer on to. In the complex world of public funding this is inevitable but creates obvious and practical difficulties for some projects.

- Feedback  
Many agencies provided little if any feedback on the referral which meant that Personal Advisers were reluctant to use this as a referral source in the future.

### Conclusions

- There is some evidence of good quality personal advice being provided. However, this does not appear to be particularly innovative in nature.
- There appears to be a continued need for good quality, intensive support that is integrated with other agencies where possible.
- Personal Advisers have generally found it difficult to refer clients on to other services; for many this may simply be contrary to the way they are used to working in providing personal support. For others there are practical barrier around funding for other services and eligibility criteria.
- There are some limited examples of where personal advice has worked according to the original programme vision but these examples show good outcomes for the clients.

### 3.6 Partnership working

In terms of partnership working within local authority areas, managers were able to provide some good examples. Notwithstanding the issues outlined in 3.4 with referring clients on to other agencies – most projects felt that the process of outreach negotiation with other agencies had improved partnership working within their local area. There was one exception here, in Hillingdon, where they had really struggled to work with other agencies. This project is very different to the others in that it works with people about to start or just started work – and it may be that there is an inherent problem in getting referrals at these points in time.

Projects tended to find partnership working with other similar agencies (or those working in a similar field or discipline) easier. Where projects directly ran a range of other projects (and could therefore offer more to potential partners) or where they were linked into to other important initiatives (e.g. Hammersmith and Fulham's Housing Trailblazer) tended to find partnership working easier.

In terms of partnership working across the local authorities there appeared to be very little activity that could be directly attributed to the project. There was some evidence of cross borough activity (e.g. working together on a Future Jobs Fund bid) but generally managers were quite philosophical about this – "...at a local authority level, the natural priority is within our own borough boundaries".

Personal Advisers have had the opportunity to attend monthly meetings with their peers from other projects. This has been an opportunity to

learn more about what is happening in other areas and to develop new skills and approaches. Personal Advisers have also been encouraged by Tank to showcase good practice to each other (relating to delivery or products they have developed). Personal Advisers were quite mixed about these opportunities – some felt that the projects were so different in nature that they had little to learn from each other – others felt that this difference was an advantage that it would bring a level of diversity to the discussion.

Many advisers felt under pressure to achieve their targets and they clearly saw the monthly meetings as a “luxury” they could ill afford rather than a means to an end in achieving their project goals.

Projects broadly felt unable to cross refer to each other as they were often restricted by the qualifying rules for participants in the respective projects. One notable exception is with Hillingdon where we are aware they have referred clients to both Ealing and Harrow.

## Conclusions

- At a local level, there have been varying degrees of success of partnership working, although all projects reported this as having improved.
- Unsurprisingly, partnerships worked better where there was a match of priorities and some mutual benefit. In particular we saw this with local authorities working cross departmentally.
- Cross borough partnerships have not developed well – this is unsurprising given that projects were contracted at a local level, often with local match funding that restricted eligibility. However there is some good practice that could be used to encourage others.
- Where subcontractors are chosen for delivery, there needs to be a very clear reason of their “USP” for delivery and this needs to be maximised.

### 3.7 Project management and co-ordination

All managers highlighted that the WLW team have provided good support throughout the project development and delivery stages. Managers stated that the team have been supportive and good at providing updates. A typical comment was “...we had lots of support around monitoring. It took us a while to get this right.....but we got there in the end with Sarah’s help!”

One manager felt that the monitoring requirements could be quite intimidating at times – but that WLW had been fair and reasonable. One manager had noticed an improvement in the responsiveness of the WLW team since the appointment of the Project Coordinator.

The support delivered by Tank was around trying to counteract the potential negative aspects of having six individual projects and to bring some cohesiveness to them – as well as practical delivery support.

Managers had a mixed response to the support from Tank as some were less operational and so had not directly received much support, acknowledging that this support is primarily designed for frontline delivery staff. Those that had received support from Tank were complimentary highlighting their support in output definitions and quality assurance in particular.

Personal Advisers were more mixed in their reaction to the support from Tank. They were equally split in terms of their views on the monthly meetings. Some felt these were good opportunities to discuss issues, initiate introductions, gain some insights into new practices, etc. Others felt they were a drain on valuable time – they did not make the connection that improving practice might improve their output achievements. Some Personal Advisers wanted a “master class” style to the sessions – although five guest speakers have presented at the events.

Tank carried out training needs analysis for Personal Advisers – the managers generally found this useful and supportive but some Personal Advisers resisted this as there were concerns about how the information would be used. A programme is being developed to address these needs.

While managers identified the Tank “shadowing” exercise (sitting in on Personal Advisers’ practice and offering informal feedback at the end) as being beneficial in quality assurance terms, this also had a mixed reception from some Personal Advisers – some found it intrusive and felt it demonstrated a lack of trust. However, others found it very helpful and constructive. When managers were asked about in-house quality assurance arrangements there were generally very sketchy responses and it was unclear just how structured this was – where it was in place they often relied only on client feedback.

Part of Tank’s role has been to facilitate the sharing of good practice; a monthly reporting framework completed by the Personal Advisers provides an opportunity to highlight project good practice. However, little has been identified here. The support staff at Tank have said that frontline staff have not come forward with many good practice examples; they have addressed this by delivering two good practice sessions in monthly meetings; one focusing on identifying and defining good practice the other on showcasing good practice examples. Some Personal Advisers felt that what constituted good practice needed to be defined better.

There is an implementation group which is meant to look at strategic issues and receives reports on progress. By and large this appears to work well – however, a comment was made that some boroughs are represented on this group by delivery managers and that this sometimes impedes strategic discussions.

In terms of future developments and further support projects identified the following issues:

- There was a feeling that the monthly meetings were too much – these have already been reduced to bi-monthly meetings
- Some felt that collecting the necessary evidence for outputs was difficult – these requirements should be looked at again. An example was given whereby local shops (including Tesco) did not actually carry headed paper, so getting confirmation of a job on headed paper was difficult).
- Projects felt that there needed to be recognition that the recession is a real problem in helping the hardest to help into work. There is more competition for jobs now and therefore these clients are likely to find it much harder to gain work.
- Sustainability issues were raised by managers; they are all keen to continue their projects but very few had any clear sustainability plan – this was an area identified for further future support
- Although difficult to gather to date – the need to identify and disseminate good practice was also raised

## Conclusions

- The support from WLW has been positively received by projects. Although at time this has been challenging, managers acknowledged the support as being useful.
- Managers have also welcomed the quality assurance role from Tank, although some Personal Advisers have found this challenging.
- As the project approaches its final 2 quarters the role of Tank should be reconsidered to include assistance with sustainability and the capturing of good practice.

## 4 OVERALL CONCLUSIONS

In making overall conclusions about the programme it must be remembered that in many respects this is a pilot; it is designed to test new ways of working and different approaches to achieving outcomes.

- In terms of the main aims, the outreach elements appear to have been broadly successful. There are a range of new referrals sources and processes in place that otherwise would not have emerged.
- Developing new outreach methodologies is most successful where projects share a common theme, sector or discipline.
- Integrating the advice functions with key departments of influence also appears to generate the most effective referrals from other sources.
- In some cases, the development of new outreach sources has led to wide ranging changes within the practice of organisations that could lead to longer term positive changes and integration of good employment practices. Some local authorities within this programme have had very little recent history of delivering this type of project and they have now started to embed new approaches across their local authority that links worklessness activity with other services. These changes are likely to impact on the overall aims of WLW in terms of employment and child poverty.
- The development of new approaches to personal advice has been less successful. In many ways, projects have struggled to find an innovative way to deliver personal advice. The provision of good quality, intensive support appears to meet the needs of most clients.
- Developing a clear and systematic process for signposting and onward referral appears to be difficult for a range of reasons, including: competition, eligibility criteria, quality assurance and funding. There may also be reasons linked to 'custom and practice' of Personal Advisers.
- However, where effective signposting and joint working has taken place, good outcomes can be achieved for clients.
- Achieving the full range of outputs may not take place within the project lifetime – a combination of delays in project start up and factors linked to the recession may make this an unavoidable reality. Delays in project start up have meant that tracking six month job sustainability outcomes is likely to be very difficult.
- Commissioning projects directly with local authorities has enabled local targeting of services and has encouraged good linkages at a local level with key services.

## 5 RECOMMENDATIONS

- In future account should be taken for the extensive time delays in recruiting staff through this route.
- Care should also be taken in the future to ensure that sub-contracted provision is appropriate and managed well.
- In the remaining time of the project Tank's support role should focus on visiting projects to gather good practice evidence and assisting projects with sustainability. In particular good practice from the more successful projects may help to maximise the effectiveness of the others.
- WLW should consider extending project reporting timeframe to ensure that 6 month sustainable jobs can be reported on beyond March 10
- Consideration should be given to the inclusion of beneficiary interviews in the next phase of evaluation – this might usefully include a “control group” to ascertain the added value of the programme.

## Appendix 1

- This analysis of outputs against targets shows how each local authority has performed to date and against the total programme targets.
- The information we have covers the period June 2008 (when projects were contracted) to September 2009.

### *Residents supported*

Hammersmith & Fulham and Hounslow significantly overachieved against their revised targets; Hounslow had already achieved its target for the programme. Brent, Ealing and Hillingdon significantly underachieved against their revised targets to date.

*Figure 1 Residents supported - summary across boroughs*

	<b>Brent</b>	<b>Ealing</b>	<b>Hammersmith &amp; Fulham</b>	<b>Harrow</b>	<b>Hillingdon</b>	<b>Hounslow</b>	<b>Total</b>
Actual to date	9	50	74	83	19	112	347
Target to date	33	65	51	72	86	80	387
% variance to date (against revised target to date)	-73%	-23%	45%	15%	-78%	40%	-10%
Total target	80	80	80	200	124	80	644
Total % variance (against total target)	-89%	-38%	-8%	-59%	-85%	40%	-46%

### *Referrals to employability & skills providers*

By the end of the second quarter of 2009-10, Harrow had performed best against its revised targets, having overachieved on its outputs, and having achieved almost half of the target outputs for the whole project. Hammersmith and Fulham had achieved its target outputs. Hillingdon had not yet achieved any outputs. Brent, Ealing and Hounslow also significantly underachieved against their revised targets.

*Figure 2 Referrals to employability & skills providers - summary across boroughs*

	<b>Brent</b>	<b>Ealing</b>	<b>Hammersmith &amp; Fulham</b>	<b>Harrow</b>	<b>Hillingdon</b>	<b>Hounslow</b>	<b>Total</b>
Actual to date	9	96	68	122	0	63	358
Target to date	83	199	65	95	15	84	508
% variance to date (against revised target to date)	-89%	-42%	5%	36%	-100%	-25%	-30%
Total target	191	280	125	186	42	200	1024
Total % variance (against total target)	-95%	-66%	-46%	-34%	-100%	-69%	-65%

### *Residents gaining work*

Harrow significantly overachieved against its revised targets. Ealing, Brent and Hammersmith & Fulham significantly underachieved against their revised targets to date.

*Figure 1 Residents gaining work - summary across boroughs*

	<b>Brent</b>	<b>Ealing</b>	<b>Hammersmith &amp; Fulham</b>	<b>Harrow</b>	<b>Hillingdon</b>	<b>Hounslow</b>	<b>Total</b>
Actual to date	2	7	16	21	-	25	71
Target to date	11	11	26	16	-	31	95
% variance to date (against revised target to date)	-82%	-36%	-38%	31%	-	-19%	-25%
Total target	27	24	53	59	-	72	235
Total % variance (against total target)	-93%	-71%	-70%	-64%	-	-65%	-70%

### *Residents sustaining work at 6 months*

All providers contribute towards this output. Targets for this output have been set very low at the start for the programme. At the end of September 2009, Harrow, Hillingdon and Hounslow had achieved outputs towards this target. Harrow, Hillingdon and Hammersmith and Fulham underachieved against their target.

*Figure 2 Residents sustaining work at 6 months – summary across boroughs*

	<b>Brent</b>	<b>Ealing</b>	<b>Hammersmith &amp; Fulham</b>	<b>Harrow</b>	<b>Hillingdon</b>	<b>Hounslow</b>	<b>Total</b>
Actual to date	0	0	0	2	2	6	10
Target to date	0	0	10	5	3	4	22
% variance to date (against revised target to date)	n/a	n/a	-100%	-60%	-33%	50%	-55%
Total target	10	8	22	35	52	42	169
Total % variance (against total target)	-100%	-100%	-100%	-94%	-96%	-86%	-94%

### *Frontline staff receiving training*

All providers apart from Hillingdon contribute towards this output. Brent, Harrow and Hounslow have achieved their lifetime targets. Ealing underachieved against its target.

*Figure 3 Front-line staff receiving training – summary across boroughs*

	<b>Brent</b>	<b>Ealing</b>	<b>Hammersmith &amp; Fulham</b>	<b>Harrow</b>	<b>Hillingdon</b>	<b>Hounslow</b>	<b>Total</b>
Actual to date	82	54	36	15	-	15	202
Target to date	50	74	34	14	-	6	178
% variance to date (against revised target to date)	64%	-27%	6%	7%	-	150%	13%
Total target	80	94	60	14	-	9	257
Total % variance (against total target)	2%	-43%	-40%	7%	-	67%	-21%

*Accessing childcare support following intervention*

Hammersmith and Fulham, Harrow and Hillingdon contribute towards this output, Hillingdon has not achieved any targets to date. At the end of September 2009 all providers had underachieved against their target.

*Figure 4 Accessing childcare support following intervention – summary across boroughs*

	<b>Brent</b>	<b>Ealing</b>	<b>Hammersmith &amp; Fulham</b>	<b>Harrow</b>	<b>Hillingdon</b>	<b>Hounslow</b>	<b>Total</b>
Actual to date	-	-	6	5	0	-	11
Target to date	-	-	15	12	16	-	43
% variance to date (against revised target to date)	-	-	-60%	-58%	-100%	-	-74%
Total target	-	-	30	47	45	-	122
Total % variance (against total target)	-	-	-80%	-89%	-100%	-	-91%

*Number of networking events*

Only Brent and Hounslow contribute towards this output. Brent has already achieved its lifetime target. Hounslow is underperforming against this target.

*Figure 5 Number of networking events – summary across boroughs*

	<b>Brent</b>	<b>Ealing</b>	<b>Hammersmith &amp; Fulham</b>	<b>Harrow</b>	<b>Hillingdon</b>	<b>Hounslow</b>	<b>Total</b>
Actual to date	5	-	-	-	-	24	29
Target to date	4	-	-	-	-	37	41
% variance to date (against revised target to date)	25%	-	-	-	-	-35%	-29%
Total target	4	-	-	-	-	42	46
Total % variance (against total target)	25%	-	-	-	-	-43%	-37%