

City Strategy Newsletter: September 2008

Please see the latest edition of the City Strategy Newsletter.

This includes 'Headline News' which provides an update on future City Strategy developments and 'Timetable of Events' which outlines key City Strategy dates.

Feedback from the last Newsletter suggested we do a monthly feature on two pathfinders, this months update will focus on Leicester and West London. The October Newsletter will focus on Dundee, Rhyl and Greater Manchester.

Headline News

The City Strategy Project board meeting, held 2 September, supported a proposal to distribute the £5M seed-corn money allocated to support the extension of the City Strategy over the financial years 09/10 & 10/11 evenly between the 15 Pathfinder areas. Four payments will be issued in each financial year starting in April 09

Bids for the new Learning Network contract have now been received and these will be looked at in WC 8 Sept by DWP and a Pathfinder area. We will inform you of the results and our plans for the Learning Network once this decision has been made.

Boyd Wood is in the process of putting together an Enabling Measures update which you will receive shortly. This will be an update on government progression of the Enabling Measures paper presented by Pathfinders to the SoS but also an update on previous enabling measures requests including data sharing proposals. We are currently developing our earned flexibility model for Pathfinders where Pathfinders who demonstrate successful progress against their employment objective targets and can bring their own resource to the table would be granted additional flexibilities. Our response to the Pathfinder enabling measure requests needs to be aligned to this model so this is taking longer than at first envisaged.

Timetable of events

18 Aug – A meeting was held to discuss the 'proposal for an 8 week Enterprise Awareness and Presentation programme'. Attendees include DWP, BERR & City Strategy Pathfinders.

The purpose of this meeting was to establish an enterprise training for benefit customers who are not eligible for FND. The outcome was that Tyne & Wear and Blackburn with Darwen volunteered to pilot this scheme for six months. Another meeting took place on 28 Aug to discuss the design of this programme.

We are hoping to start this training programme at the end of Sept and it will be evaluated in March 2009. A decision will be made regarding roll out, if the programme is rolled out it will be from 2009 via JCP.

19 Aug – The prospectus for the Learning Network contract and the closing date for the tendering process was 29 Aug

29 Aug - Stephen Timms visited Wembley Works, part of the West London Pathfinder.

Aug – Sept – Houghton review of Worklessness visits, The Review was been set up, following agreement at a bi-lateral meeting between Stephen Timms and John Heeley, to review the role of local authorities and partnerships in tackling worklessness, with particular reference to the Working Neighbourhoods Fund (WNF). It is led by Stephen Houghton, Leader of Barnsley Council, with Claire Dove - Chief Executive Blackburn House Group and Chair of the Social Enterprise Coalition, and Iqbal Wahhab - Chair of the Ethnic Minority Advisory Group (EMAG). A small group of senior officials from interested departments has been set up to support the Review. Visits are taking place in Manchester, Tyne & Wear, Bradford, Nottingham, Brent, Hackney, Liverpool, Hastings and NE Lincolnshire.

2 Sept – City Strategy Project Board Meeting, agenda items included ‘Flexible New Deal’, ‘Monitoring Returns’, ‘Enabling Measures’ & ‘Evaluation’.

9 Sept – Stephen Timms MoS visited the Leicester Pathfinder. He was presented with a ‘City Strategy Overview’, attended a ‘road-show’ and visited the ‘Highcross Development’ in the morning. He also visited Working Links Pathways to Work and then in the afternoon attending an event hosted by Business 2 Business with Rt Hon Keith Vaz MP.

26 Sept – One day Workshop for Pathfinders, agenda topics include The Commissioning Strategy, The Fit for Work Service and Governance research.

30 Sept – 1 Oct – There will be an evening dinner on 30 Sept for Pathfinders, followed by a workshop on 30 Oct entitled “Securing and Sustaining Employer Leadership and Demand led strategies in Integrated Employment and Skills Partnership”. Attendees for the two days include City Strategy Pathfinder directors, Employment & Skills Board directors, WVUK’s 10 Employer Coalition directors, WVUK’s national projects, partnership and planning team representatives from DWP, DIUS, CLG, BERR, representatives from Scottish gov’t and the devolved administrations of Wales & Northern Ireland. Formal invitations were issued on 10 September.

Leicester

Update on Progress

- The Highfields Access Centre was launched in January 2008 and proved to be very successful with regards to the registering of City Strategy clients. At present the centre provides IAG support to 146 City Strategy clients. Over 220 City Strategy clients have been case-loaded via the centre.
- Due to the success of the HUB it has now been relocated. It is now located at the Adult Education Centre in Wellington Street, and a dedicated co-ordinator has been recruited and is now in post. To date 1962 people have registered via the HUB 792 of these are eligible for support and are now City Strategy clients.
- Expressions of interest for the DAF programmes have been received, bids have been scored and organisations have been commissioned. We have obtained partnership agreements for three contracts and a further three contracts are single tenders.
- Continued use of the database system for tracking and monitoring client's movements on the programme. The current figure for the number of people that have been registered on the City Strategy Database has increased since the last update from 6090 to 6936 of which 4083 are eligible for City Strategy support an increase of 645 City Strategy clients.
- Systems which allow us to track the movements and outcomes of a clients City Strategy journey have been implemented. These systems show which provider the client has been referred to, the sector specific training course they were referred to, the outcome of the course for that client and will provide the job outcome with our engaging retailers after clients have attended a guaranteed interview. Since the last update we have gathered valuable data from our tracking processes that will allow us to further target potential clients in the city. Through our data analysis we have been able to focus future funding at City Strategy clients from specific target groups.
- 1400 clients enquiring through information days and the HUB up to the 2nd April 2008 have been case loaded with commissioned providers. Additional clients have been case loaded from 2nd April -12th July 2008 at no cost through replacement of or topping up We are also working with three other providers who we have drawn up Service Level Agreements to increase the number of City Strategy clients that are case loaded.
- Following Routeway activities and the client successfully completing employer assessment with one of our engaging retailers, any additional spaces at the Routeway courses are replaced with City Strategy clients from our database. This process has proven to be very efficient, large numbers of clients that have been case loaded as a result of this.

- The Roadshow trailer has continued to receive a positive response from the public resulting in a significant increase in the number of short record forms being completed. As of the 30th of August 2008 54 different locations in disadvantaged communities have been visited across Leicester and Leicestershire with several return visits this is an increase of 12 locations since July.
- The running total for the number of the Roadshow trailer visitors from 2nd April 2008- 12th July 2008 that have registered with City Strategy and are eligible for support was 2590 it is now 3330 this shows an increase of 723 clients in only two months.
- The BE Group have recently completed and signed off a commissioned feasibility study recommending that multi-agency access centres should be placed in the areas of New Parks, Braunstone and St. Matthews. Negotiations are currently underway through the Learning Partnership to progress the implementation of the access centres at Braunstone and New Parks. The City Strategy Board has agreed that the St. Matthews location requires further research for this development. Discussions with the local authority will be held shortly to identify funding for re-sourcing the project teams.
- The Local Employment Partnership was recently joined by John Lewis who guaranteed 250 Retail Routeway candidates automatic entry to their interview assessment centres, over 50% of the Routeway candidates that City Strategy sent forward were successful and have either been offered employment or been placed on hold until suitable vacancies become available .
- In addition to John Lewis we have managed to secure the involvement with the City Strategy Scheme of 25 other employers opening in and around the Highcross development in September 2008. These employers include Next, New Look, Cinema de Lux, Carluccios and Wagamama's. Interviews for these and other confirmed employers are currently pending. Negotiations with other retailers to engage with Routeway candidates are continuously ongoing.
- Contracts for **Removing Barriers to Employment and People with Disabilities** have been commissioned with the provider Employment Opportunities The contract **Working with Offenders** which is again a contract focused on removing barriers to employment, has been awarded to the **Leicestershire and Rutland Probation Association**.
- The Developing Employment Standard contract has been awarded to Job Service Partnership
- The Holiday Inn 'Working Highcross' Recruitment Fair on 12-14th June 2008 was a great success with 5500 jobseekers attending. The record

cards have been collated and analysed. All eligible clients have been placed on our database and subsequently contacted.

Key Issues and Risks

- Difficulties experienced with the implementation of the new access database due to unforeseen issues with the transfer of data from our existing web-based system to our internal database have now been resolved.
- A project manager was recruited towards the end of June to provide expertise with the database handling and also for inputting and analysis of data.
- The outcome of these measures that were taken have been positive resulting in the new Access Database now being up and running for the use of the City Strategy team.

Outlook for Next Quarter

- The database is working well, and is under continuous work development to increase the type, and standard of information which can be extracted to identify target groups, their location and propose focussed methods of working with these groups and to further meet business needs.
- The City Strategy work in partnership with Hammerson's PLC who are the developers for the new 'Highcross' retail centre in the city. The pathfinder allocated £150,000 to support a 26 week programme of road shows where job opportunities have been advertised, the Roadshow has been contracted until the 4th of October to engage within local communities to assist in caseloading and sector specific Routeway referrals to ensure job seekers have increased access to job opportunities in the new centre. For people who need support to progress, advice, guidance and training will be offered. The development opens on September 4th 2008. Over 2,000 people have registered for work and they are currently being supported by advisers from the Pathfinder in their search for employment. A data base has been established to capture the customer journey, which also monitors performance and such details as ethnicity and benefits claimed.
- Once the Highcross has opened, the recruitment project manager will be focusing on 'displacing recruitment'. Some of the existing retailers will have 'lost' employees to the new stores at the Highcross, and some of the Highcross retailers will be facing employee 'churn'. Most of the new stores that open will expect to lose 30%+ of their opening staff within the first 6 months. This will open up a new range of positions that will need to be filled and the City Strategy team will continue providing this service to employers.
- On September 9th 2008 Stephen Timms MoS will visit the Leicester Pathfinder. He will meet Paul Murphy and members of his team before going off to the new Highcross retail development in the City Centre to

meet people who have successfully gained employment in the new stores including John Lewis, using funding and support from the consortia.

- In addition, to the Retail and Hospitality courses we currently offer our clients, discussions are underway with Miller Construction to use a similar model for the construction sector Miller Construction have secured the contract for Building Schools for the Future in the City of Leicester. A Business Administration/Customer Service Routeway has been developed and is being delivered for the first time in September/October.

Activity and Achievements

- We have aligned £770k of ESF funding and completed Stage 1 of the tendering process.
- We have received £300k of Working Neighbourhoods funds 08-09 for additional caseloading and using our database we have identified specific target groups to focus on.
- The ESF and WNF funding are directly aligned with the DAF City Strategy programme and we have worked very closely with the local authority to develop the programme specifications.

Outlook for Next Quarter

- Capital requirements from the Multi-Access Centre Feasibility Report will be pursued by the Learning Partnership and discussion is needed with the local authority to fund the re-sourcing of the centres.
- Working with the City Council to establish additional WNF for City Strategy and to discuss the future of the programme until 2011
- Focussing on the delivery of the programme to achieve the targets
- Ongoing evaluation of degree of activity across target communities and target groups.
- Evaluating the results of the Exhibition Trailer to ensure that we engage with identified communities and groups.
- Utilise the reporting facilities within the database to measure the progress of the registered clients' remains an ongoing task.

West London

Introduction

- West London Workings [WLW] vision is 'To transform the coherence and effectiveness of the existing structures of services in West London to deliver a sustainable increase in the number of residents in employment and a reduction in child poverty'.
- WLW has taken a strategic change management approach to the CSP which is driven by an Employer led Board.
- The 6 West London boroughs covered by the CSP are; Brent, Ealing, Hammersmith & Fulham, Harrow, Hillingdon and Hounslow
- WLW received £2.69m of DAF funds and has a target of 3386 reduction in benefit claimants and to keep the employment rate static at 69.8% [against a prediction of a downward trend]. It is predicted that approximately 114,500 West London residents claim benefits and 85,000 children live in benefit dependant households. There is a strong correlation between areas of social housing and concentrations of workless residents and these are often close to major areas of employment growth and opportunity

Update on Progress

- Communications: WLW has a Communications and Change strategy and carries out various communications as appropriate, some key ones to note from last quarter were: Presentation at National Welfare Reform conference in Westminster on 'role of private and third sector'. Workshops have been held on different work packages including, Personal Advisors to input into the look and feel of the WLW Directory; providers and contract managers have been invited and have already attended development groups for the Performance Rating. The Programme Director has joined London Funders Voluntary Sector Infrastructure Group. WLW is a member of the Child Poverty Ministerial Working Group and has produced a paper for the group showing what works in tackling child poverty through partnership working. The WLW website was launched this month, it can be found at www.westlondonworking.org.uk. The site details progress, procurement opportunities, contact details and a members only area for communications with partners. Attendance at Pathways Steering Group and launch and ongoing meetings are arranged to look at benefits and added value WLW can bring. Attendance and input to Heathrow Employment Forum, including looking at links to other programme activity and the possibility of building on the retail academy at Heathrow for the Westfield development. A joint workshop between JCP and the Childcare and Employment Advisors [employed by the CSP and funded by LDA CAP programme] to look at synergies and learning to date. An Away Day was also held with all Partners which focused on where we are now and where we want to be. The outcome from the day was exceptionally positive. The outcome has led to better relationships across the Partnership and better communications.

- WLW Board - The strategic review of the Board has been completed. All Board members are committed to the CSP, especially now we have received the extension. The board agreed that they would now meet quarterly rather than every 6 weeks, that they have handed over responsibility of financial management at a micro-level to the Investment & Target Group but will monitor overall programme spend. The Board agreed that they would focus on 4 main areas: 1. Employers requirements – making a step change in West London; 2. Influencing and shaping policy and driving this forward with Ministers; 3. Monitoring at a high level the Programme deliverables; 4. Future and sustainability of West London Working. The Board also agreed to setting up a HR Directors Forum to drive forward the design of the employer offer making sure it was fit for purpose across the diverse needs. The Board also agreed to recruit two further Board members from Medium sized companies in West London. At the last Board meeting in July a workshop was held and representatives from various organisations including Reed, LEAP and Women Like Us were asked to attend to look at the future of the CSP in West London and the opportunities and the Employer offer. Some excellent ideas were generated from the session
- Consultations: JCP have proposed the closure of 3 West London Jobcentres. WLW prepared a response to the closure of the job centres in West London. We are yet to receive a response on the closures and will be following this up. WLW responded to the London Skills and Employment Board [LSEB] strategy. A large amount of work has been completed during the past months looking at the alignment of WLW with the LSEB and this is likely to be our successor and WLW is likely to be a pilot area for some of the LSEB strategy, this is however yet to be decided.
- Interim Evaluation: WLW completed an interim evaluation. The evaluation was paid for and commissioned by LSC. The outcome of the evaluation was generally positive. The evaluation came back with a number of recommendations some of the key ones were; Despite initial enthusiasm support does seem to be waning [this was before the announcement of the extension and prior to the Away day, this has now been addressed]; it was also highlighted that the CSP was given to West London rather than West London putting forward a bid which has caused difficulties; general lack of clarity around governance [this was addressed at the Away Day and through the strategic review of the Board]; lack of third sector on the governance structure [Programme Director joined London Funders VCS group and VCS has been involved with consultation on Performance Rating and WLW Passport; Communications of the WLW successes has been limited [WLW deliberately kept communications to a minimum until the programme was fully established, a plan is now in place for further engagement including a launch of the Directory in September, workshops, WLW Chair meetings with Leaders and Chief Executives, launch of the website and more case studies to provide an overview of successes. WLW will also be holding a 2 year celebration event in March 09]. All of our work packages are now active.

WLW Work Packages:

Work-focused ESOL

- West London Working was allocated £4.65m in the 2007 budget to deliver a 2 year programme piloting innovative approaches to work focused ESOL for parents. The procurement process for the ESOL is now near completion. The two London CSPs went out to the market together through the LSC. The successful bids are now in negotiations. WLW will not be awarding contracts that fulfil all of its targets and budgets in this round due to bids not been successful. The CSPs were very keen that the contracts in place were of high quality, bring good value for money and meet the specification with regards to solid partnership working and showing a clear routeway to employment. It has been agreed with DWP that WLW will go back out to tender from September this year, prior to this WLW will run events in West London to capacity build providers, this provides a really good opportunity to develop partnerships and educate providers in the changes to commissioning and the need to develop integrated offers.

Building Employability Pathways

- The Employability Pathways are looking at supporting West London residents move from learning into sustainable employment.
- Two pilots working with three West London Colleges have been completed. One pilot provided consultancy support to Colleges to develop referral relationships between specific cohorts of students (either in a vocational area, or a specific target group) with JCP, Skills for Jobs or LDA funded job brokerage organisations. Work included a focus on the methods used by colleges to understand their student's destinations. The second pilot provided in depth consultancy support to colleges that received 'transitional' ESOL funding to help develop integrated skills and employment supply chains. The success and lessons learnt from these pilots will feed into the future 'building employability pathways' work programme.
- The second phase of the Employability Pathways is just been put together and will include; consultancy to support providers to deliver pilot pathways for parents, and to help them mainstream this work, provide funding to providers to deliver the pilot pathways for parents, development and production of case study marketing material that exemplifies the range of pathways that learning and employment providers can deliver, procure organisation and facilitation of partnership events for employability pathway partnerships of providers, employers and other stakeholders including awareness-raising and supply chain events for West London employers.
- There is work on-going with the 6 West London boroughs to arrange the signing by each borough to the LSC Skills pledge. To support this further work is underway to look at other opportunities the public sector partners

need to sign up to and be ambassadors of. In addition WLW through the HR Directors Forum and working closely with the London Employer Accord will be looking at a simplified offer to employers under the various pledges to bring together a co-ordinated approach.

- LSC London West held an Employability Workshop bringing together FE Colleges, Adult and Community Learning, Skills for Jobs providers, Jobcentre Plus and London Development Agency funded services, this was a really successful event
- Employer business model – WLW Board members have agreed to setting up a HR Directors forum to pilot and develop an employer-led model. The approach will be to consolidate all the various offers to employers, look at recruitment practices and needs and help educate employers on different working practices that enable the employment of a diverse workforce.
- Westfield is a large shopping centre development in West London which is due to open this year. WLW are a key partner and are working on the opportunities that the development will bring to West London including supporting jobs fairs [enabling better partnership working], development of an employment zone and input into the JCP structure for screening and brokerage.

West London Working Passport

- The West London Passport is looking to develop a management information tool and directory of West London employability services.
- The WLW Employment Services Directory is near completion. WLW have collated information from hundreds of organisations across West London. The Directory has been produced through Personal Advisor input and workshops and is currently going through a rigorous testing process. To date feedback on the directory has been really positive, this has included Board members and there is a possibility that the tool could be used across London. It is anticipated that there will be a soft launch in August and a proper launch in September.
- The feasibility study for the research exploring a West London Management Information and Tracking Tool is near completion and the project is due to report back its findings in August. Once recommendations have been received a decision will be made on next steps. Through the process the research has gathered information on what all funders collect, to what level, what systems they have and what the information is used for.

Performance Rating

- WLW are developing a Performance Rating tool that benchmarks the achievements of West London employability services. The tool is building on the LSC Framework for Excellence and DWP Star Rating tool.

- Development Groups have been held with providers to design and develop the WLW Performance Rating. The proto-type has now been designed and the pilot has commenced. The input and feedback from providers has been very positive and there has been real momentum behind the design. 12 contracts, 13 grants have been selected to pilot the performance rating, with approx 50 providers.
- Customer satisfaction questions and the e-tool will be piloted with the same cohort from August 09 and work has started on the design of this. WLW Board members have been asked to be involved in the design.

Investment & Target Group

- The aim of the Investment and Target Group is to implement our vision through joint investment plans and target setting.
- WLW have an Investment and Target Group which includes members from key funders and 1 borough representative. The members are Senior Officers within their organisations. The group are responsible for implementing our vision through joint investment plans and target setting.
- The contracts register that was produced has been used to support LEPs delivery, strategic decision making, and has been posted on our website to help bidders for Work Focused ESOL understand existing sub regional provision. There has been good feedback received from providers who have used the information and found it extremely useful. The register is just going through an updating process to include all new ESF contracts.
- A Policy Analyst has just been recruited to support the Investment and Target Group. The Policy Analyst will be employed by Ealing Local Authority and will be managed by West London Alliance. The Analyst will support the group by gathering data and developing plans for investment and aid strategic decision making.
- Forward planner produced with timetable of major funders policy and procurement rounds.
- A commissioning workshop has been held and a draft commissioning framework and Joint Investment Plan is underway

Confederation

- WLW are creating a 'Guidance, Skills and Brokerage Confederation', which will be a trusted network of Providers of employability services.
- A business case has just been completed and work on the confederation is due to commence in the next month.
- The ESOL programme tendered on the requirement for Providers to work in partnership and maximise their part of delivery through the route to work, they will be the first providers within the confederation.

- Alignment of support provided to West London job brokers through the Pan London Job Brokerage network is being developed

Business Partner Programme

- WLW are working on a programme to provide coaching to employability service provider's managers and delivery staff, and to support a sustainable routeway to work.
- Business case and specification has been prepared and the tender is due to be released this month. The WLW Board will input into the requirements.

Outreach and Personal Advice

- Positive Opportunities for Parents [POP], the Childcare Affordability Programme funded project to provide personal advice and support to parents looking for work in the London CSP areas, is now fully operational and delivering against key targets. A business case has just been submitted requesting an extension to the programme to take it to March 09. This is being presented to the Investment and Target Group in August.
- The 6 local authorities are have been contracted to deliver Personal Advice and Outreach to link frontline staff from the public sector or third sector with employment and skills provision, and to provide customised support to the hardest to help residents to help them achieve their employment or skills goals. Delivery will commence in September. A contract is also being put in place for an organisation to provide central services to these projects; this will enable good practice to be shared and provide a support network to Personal Advisors. The organisation will also be tasked with looking for added value and linking up Local Authority services to deliver further than their current remit. A couple of the boroughs have also been successful in securing ESF funding to support similar objectives that are CSP related.
- Housing Employment Link Project (HELP) is working with West London's Housing Needs Officers to equip them with the skills to signpost customers in housing need and those living in temporary accommodation into training and employment opportunities.
- Reaching Out is strengthening information, advice and guidance (IAG) provision in West London by upskilling and training community based IAG advisors providers.

Policy

- WLW completed a response to the LSEB strategy. A meeting was held between the Chair of WLW, Mike Clasper, and the Vice Chair of LSEB, Harvey McGrath. The outcome was very positive and LSEB believe WLW fits well with it's strategy. Further work is now due to take place following the announcement of the strategy. A meeting was held between LDA, GLA

and DWP to look at opportunities and the landscape in London. There was an agreement for a presentation at the next DWP CSP Project Board.

- WLW has been asked to sit on the Child Poverty Ministerial Working Group. The group is an ideal opportunity for networking and sharing practice of the CSPs. The Programme Director produced a paper for the co-ordination working group which focused on what works with tackling worklessness.
- The LAA targets have been agreed. All Local Authorities have signed up to worklessness targets in their LAA, although they have not all signed to the same targets. The boroughs shared their targets with the other CSP partners and the CSP attempted to assist with negotiations. There is a follow up workshop being scheduled to look at how the CSP can contribute moving forward now the extension has been agreed and also to have further discussions on an MAA. At the present time WLW is working effectively as a partnership and through the CSP and partners, especially boroughs do not see the benefits [freedoms and flexibilities] they would gain from an MAA, although West London are very keen to pilot new policy changes

Some Key Figures [to July 08]

- Personal Advice & Outreach – HELP Activity to date:
- 270 staff has been trained in all 7 boroughs [includes Kensington & Chelsea]
- 117 entries on the database of people interested in employment and training
- 1 into employment
- RSL Training begins September 2008
- Update of database to allow easier interrogation for how many entries equate to referrals

Childcare Affordability programme - 2 Employment and Childcare Advisors have been recruited to work across West London and achieved the following:

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

	Initial sessions	One-to-one support	Received financial assistance	Employment Outcome	Training Outcome	Volunteering/ Work placement outcome
Total	145	83	8	7	18	5

CAP Parents Supported 2006/7 and 2007/8

	Jan-Mar	April-June	July-Sept	Oct-Dec	Jan-Mar
Brent	0	0	53	52	68
Ealing	1	0	32	32	35
Hammersmith and Fulham	16	34	104	66	66
Harrow	0	0	8	12	16
Hillingdon	0	0	23	24	24
Hounslow	0	1	64	55	55
TOTAL	17	35	284	241	264

- JCP/LSC Personal Advisor Upskilling Programme :
 - 11 Advisory Services Managers (ASMs) across City and East and West London districts working towards an L12 Coaching NVQ. A number of these ASMs have now completed the two units of L12 and are awaiting verification from DWP.
 - 22 Advisers are all still progressing with their NVQs, but completion will take longer as there are six units to be undertaken.
- The pathfinder has leveraged in approximately £175,000 from LSC into the programme to date, against Employability Pathways and evaluation.
- In addition to the CAP funding the CSP has also leveraged in approx £45k set-up costs and £75k for consultancy in support of Employability Pathways
- A performance rating pilot benchmarking employability services has started against 15 providers in West London.
- The WLW Board is working on LEPs and Skills Pledges for all Board members and the 6 Local Authorities.
- The CSP influenced ESF prospectuses and 2 Local Authorities within the consortia were successful and will receive £250,000 each.
- Targets from Local Authority Personal Advice & Outreach, ESOL and Westfield will come through in the next quarter

Key issues and risks

- Risk - Working Neighbourhoods Fund [WNF] – Not all West London boroughs received WNF, therefore it is making it increasingly difficult for the CSP to influence how 1 borough out of the 6 spends it WNF.
- Risk - The landscape in London is becoming quite complicated and policy nationally, regionally and sub-regionally is moving at such a pace that it is difficult for the CSP to keep up. There are discussions as to how

employment and skills is taken forward at a London level and then further discussions will be needed for a more local level. At the present time not all views are consolidated and there is a risk that this could detract the CSP delivering and ensuring success.

- Risk - There is a risk that WLW is not seen as an effective CSP and allowed devolved administration due to not putting an MAA in place even though there are strong governance, partnership and delivery arrangements on the ground and through the CSP. WLW has also on an on-going basis noted that they are keeping to systemic changes which take time and therefore do not wish just to be judged against targets. The WLW Evaluation strategy and plan will hopefully gather more data and evidence to support the workings of the CSP
- Risk - There is a risk that WLW will not be able to commit all DAF by March 2009. The reasons for this are; procurement processes, a desire from the Board to ensure we are making systemic changes and not just spending money and ensuring we are achieving real value for money based on the limited funds therefore using the DAF to leverage other funds.
- Issue - Procurement still remains a lengthy time consuming process. This has therefore meant putting contracts in place into 09/10 otherwise delivery time would be significantly cut and delivery would not be effective

Outlook for next quarter

The following key activities are planned for the next quarter -

- Next Board Meeting scheduled for October
- Different events being arranged – including some high profile including employers and providers and possibly a Minister to the Skills Pledge launch
- ESOL contracts will be put in place and re-tender of the 2nd round
- WLW on-line Directory will be launched and go-live
- The WLW Passport feasibility study will be completed and recommendations put together of how to take forward possibly including use of Westfield and ESOL to progress real-time tracking.
- Performance Rating proto-type implemented
- Investment and Target Group – The Policy Analyst will start in post, WLW commissioning framework and plan will be drafted and submitted to the Board for sign-off, commencement of looking at Flexible New Deal in West London and also other opportunities such as Advanced Careers Service, Child Poverty Pilots and integration with LSEB.

- Further scoping work undertaken as to nature of Confederation membership and model.
- Procurement for organisation to deliver the Business Partner programme.
- Delivery commences for Personal Advice and Outreach.
- Procurement of central resource to support and coordinate the LA Outreach and Personal Advice packages.
- Development of employer model and pilots with Board members
- Follow up session of future opportunities for West London Working
- Follow up work on alignment and leverage across other programmes including, Provider routeway pilot, meeting with G15 and links to the Health sector, the London Employer Accord, Slivers of time and others
- Delivery commencing of 2nd phase of Employability Pathways
- Evaluation strategy and plan embedded
- Westfield – the CSP is supporting the Westfield Shopping Centre development. There are discussions to match JCP funding for resources for job screening and matching and working with employers, development of an employment zone, tracking individuals at Westfield and running jobs fairs across all boroughs. The development will generate 5000 jobs, most of which will need to be in place by Oct 2009.