

Westminster City Council

Employment Programme

2015-2019



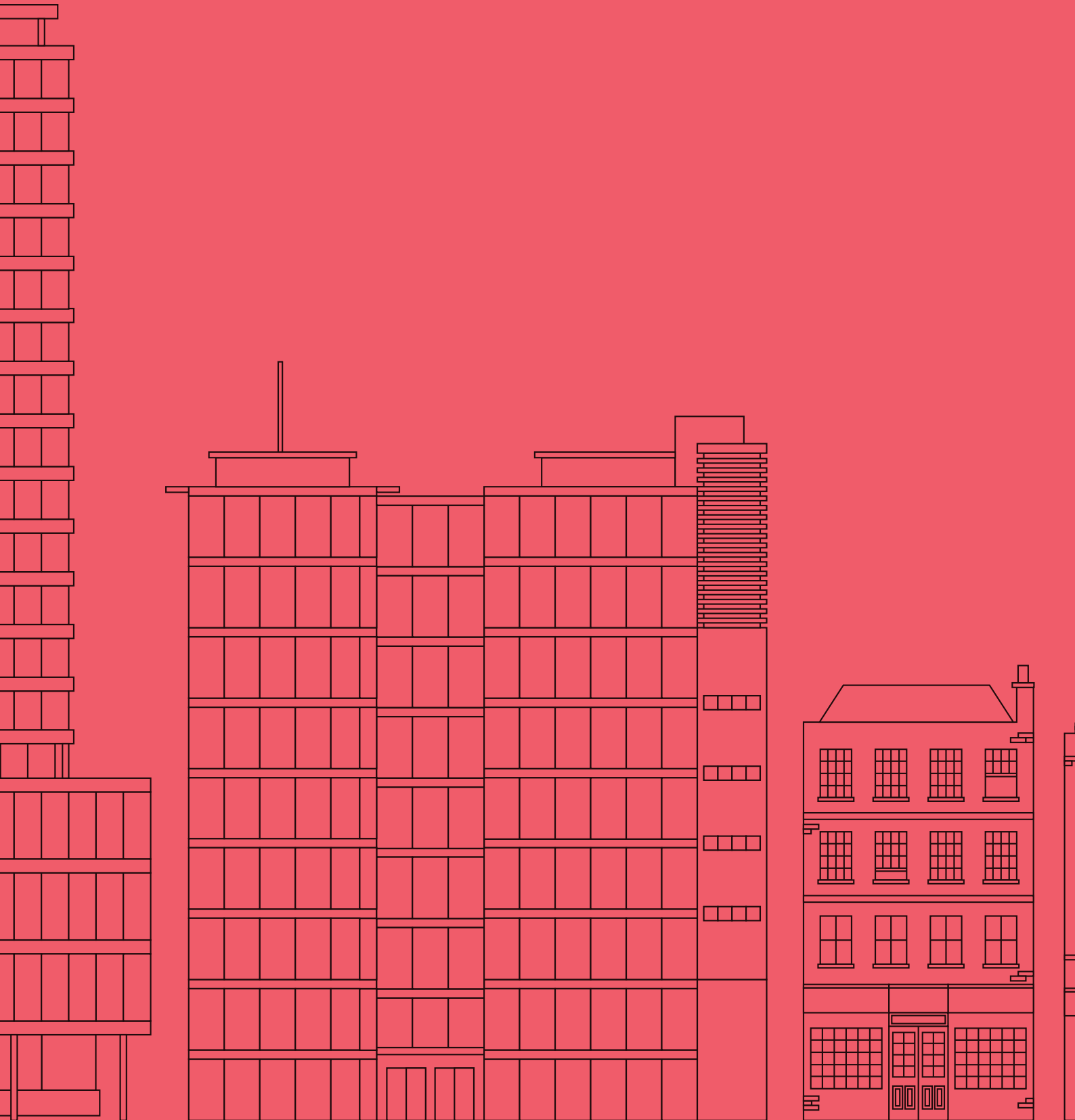
City
for
All



City of Westminster

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Foreword





I am delighted to introduce Westminster City Council's employment programme for 2015–19.

Employment is a cornerstone of our City for All vision and our economic development strategy, within which this programme sits. Creating and maximising employment opportunities and a work ready population, with the right opportunities for personal development are a vital part of our vision for the Westminster community. Work and employment are inextricably linked with good health and wellbeing, individual and community resilience and independence, whilst at the same time reducing dependence and welfare culture. In Westminster, supporting employment and skills development is also the key to ensuring that the fruits of local economic growth and enterprise are spread throughout our communities.

Our vision is for Westminster to have a population who are resilient to the impact of future shifts in the labour market, technology and public service delivery and are able to benefit from the expected economic growth of the next twenty years within London. We aspire to have a working age population who are effectively supported to tackle their barriers to work, who have opportunities to develop their work-related skills and subsequently find sustainable employment. Our younger residents, in particular, must be equipped with the right skills and experience which will enable them to secure learning and employment opportunities in their adult working life. This programme sets out how we will approach these aspirations, sitting alongside our programmes for supporting enterprise, promoting housing delivery and enhancing relationships with business as a core part of delivering the City Council's economic development strategy for the next four years.

Westminster City Council has a track record of delivering and collaborating on successful employment programmes. Schemes such as Recruit London, Westminster Works and others

have engaged with hundreds of employers and individuals to meet the challenges of the recent recession, help tackle high unemployment and link Westminster's most deprived areas with the unparalleled economic opportunities that exist in the West End and beyond. In addition we have learnt lessons from the Troubled Families work that will inform future delivery to vulnerable families. In recent months and years the labour market has shifted significantly, with cyclical unemployment reducing and increasing attention to structural unemployment and individuals and households with complex barriers. In conjunction with the strategic and financial context in which the City Council and its partners now operate, including the significant savings required across the public sector and the opportunities arising from the devolution agenda, this has seen a shift in approach.

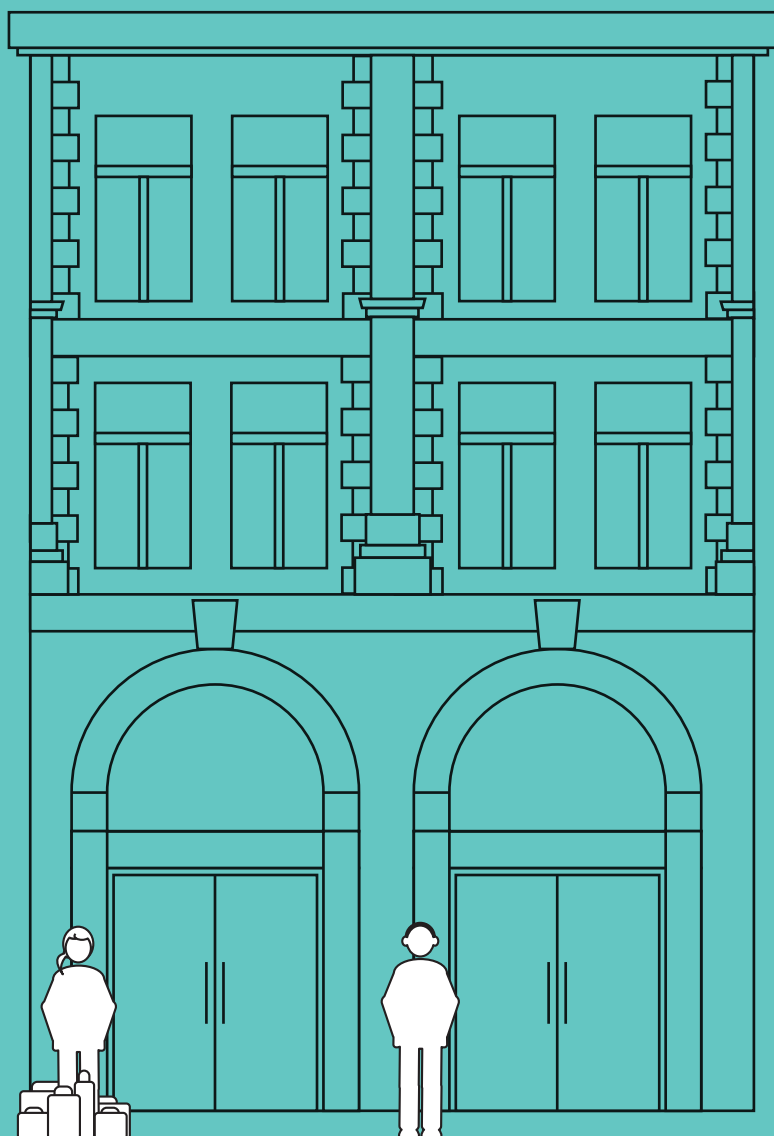
The programme sets out how we will focus our interventions on those long-term unemployed residents who are most at risk from the impact of welfare reforms and have seen minimal benefit from mainstream employment programmes such as the Work Programme. Through the implementation of a broad range of priorities that cut across council departments and effective partnership work with local voluntary sector organisations, businesses, Jobcentre Plus, private employment support providers, Further Education providers and other London local authorities, we aim to develop sustainable models to support our most vulnerable residents in tackling often complex and deep-seated barriers to employment.

I look forward to working with you to shape our new approach and make it a success.

Cllr Daniel Astaire

Cabinet Member for Housing, Regeneration
Business and Economic Development
Westminster City Council

Introduction



This four year programme has been developed in response to a complex and changing environment – the current and impending financial constraints on local government, the continuing growth of the Central London economy, the diverse landscape of organisations focussing on employment and skills training and the drive for devolution of budgets and responsibilities to a local level.

Our aspiration for Westminster is that it not only leads the way in making Central London an area that attracts business and growth but also that its residents and local communities benefit from this success.

The programme has five key priorities underpinned by both new and existing projects and activities. It will be driven by the Council's Employment and Skills team but delivered in partnership with the diverse range of Council functions, partners, external businesses, providers and organisations which operate within Westminster. Delivering these priorities

will enable the residents, businesses and visitors of Westminster to benefit from the rewards of economic growth and prosperity anticipated for the City. The direction of travel for the Council will be to reduce spend on traditional commissioned employment support services. It will focus on redesigning the delivery of frontline services, tackling key barriers to employment and working with Government and local partners to co-design and co-commission mainstream employment and skills budgets and services.

Summary of the programme



To benefit from future growth opportunities and to make a significant impact on worklessness in Westminster, the Council will need to deliver services and work with central government, partners, service providers, business and residents in new and different ways. This means aligning strategies across key Council departments, redesigning frontline services, using the Council's unique position as purchaser, employer and landowner to maximise value and investing in areas where we can make the most difference to the employment agenda:

one

Priority 1: Understanding complex dependency and integrating local services

Through the Council's work on the Family Recovery Programme we know that for a significant minority of residents life is complex and at times chaotic. This can lead to a high level of dependency on local services and increased likelihood of unemployment. This can have an adverse impact not only on individuals and their families but also on local communities.

Residents in this situation are likely be in touch with a range of public services such as housing, health, the police and benefit agencies. Each service will provide some level of support and resource but few will understand the details of how others are engaging with the individual or household and the impact of their combined efforts. We will look at how services aimed at people in these situations can be combined, aligned and, where necessary, transformed, to provide a holistic and employment-focussed approach to intervention.

two

Priority 2: Shaping mainstream provision

The Council has played a part in commissioning and delivering local employment provision in the borough and this has yielded good results: over 650 residents moved into work in 2014/15. However, comparing this figure with the scale of national mainstream programmes and with the numbers of residents still looking for work, our efforts have limited reach.

Long-term unemployed residents are likely to be more affected by the activities of Job Centre Plus and the Work Programme, not only because of their mandatory nature, but also because of their scale.

To effect significant change for our long-term unemployed residents, our solutions need to be financially sustainable and credible to mainstream agencies, including Government departments.

We will work with partners including Government to co-design and co-commission mainstream employment support budgets and services.

We will also work collaboratively with external organisations and other local authorities to share and implement best practice across Central London, both to address worklessness and to build a supply of labour suitable for the growing economy.

three

Priority 3: Tackling key barriers to employment through core Council and partner services and functions

The barriers to employment which prevent unemployed residents from accessing, securing and sustaining jobs are diverse as is the support required to tackle them. However it is imperative to break down these barriers, in the first instance to progress people from unemployment to the labour market, then to support them in sustaining and progressing in their employment.

We will work across Council departments and with external partners to find solutions to long-standing issues that we know affect those residents we are targeting such as health and wellbeing issues, childcare availability and affordability, clear financial advice for parents looking for work, core and additional employability and sector – specific skills.

**The direction of travel
will be working with
Government and local
partners to co-design
and co-commission
mainstream employment
and skills budgets
and services**

four

Priority 4: Using our position as an employer, purchaser and planning authority

This priority looks at the ways in which the Council can use its multiple roles as a major employer, a purchaser of services and a planning authority, to tackle worklessness. This will involve a refreshed approach to how we and our partners ensure that work-related opportunities (e.g. apprenticeships and work experience) are available and accessible to our residents.

The Employment and Skills Team will work with departments within the Council to ensure that we collectively maximise opportunities for unemployed residents, and that we make it easy for business to get involved with local employment and skills initiatives.

five

Priority 5: Providing clarity to key stakeholders through effective communication

There are numerous, often competing programmes and organisations across the landscape of employment and skills provision. A complex landscape, this can be confusing for commissioners, providers and jobseekers alike. We will explore how we engage with our key stakeholders – residents, employers, colleagues and partners and providers – to share accurate information and provide clear information and advice concerning employment and skills.

Key achievements and lessons learned from 2013 – 2015



The last two years have been a period of challenge but also of notable achievement for the Council across a number of policy, and service delivery areas. Key lessons learned from research, and project delivery in this period have informed the programme for 2015 – 2019.

Highlights from this period include:

- Over 1000 residents supported into employment through projects commissioned by the Council between April 2013 and March 2015.
- Over 1000 secondary school students engaged and participating in a range of skills activities and events through the Tri-borough Employability Passport.
- Continuing successful public-private sponsored projects such as the Recruit London project and supporting 300-plus residents into work in Central London.
- Over 200 residents secured employment through the Westminster Works Programme with the support of our partners: Paddington Development Trust (lead delivery partner); Open Age (supporting residents aged 50+); and City West Homes (supporting tenants living within our social housing estates).
- The FACES project, piloted in April 2014, transformed the way single parents, vulnerable families and young people with a criminal record are supported with their employment skills by Job Centre Plus and by the advisors working in the Council's Children's and Community Safety Services.
- Development of a clear approach to the effective support of long-term unemployed residents, including those who have not found employment via mainstream employment programmes such as the Work Programme.
- Strengthening partnerships with other London local authorities via London Councils and Central London Forward and developing ways to tackle cross-borough employment issues (such as skills shortages in construction and supporting unemployed residents with health barriers to employment).
- Developing clear approaches to signposting and communicating the local employment offer to 16-24 year-olds.
- Increasing accessibility to roles within the council and attracting more than 50 people into Council apprenticeships.
- Working with partners, through the London Growth Deal, Central London Forward Working Capital pilot and detailed discussions with DWP, to move towards co-design and co-commissioning of mainstream employment support budgets and services.

Where we are now



There are a number of critical economic, social and political drivers of local employment support and provision.

Key issues and challenges currently faced by the Council are:

- Severe financial constraints, particularly on areas of discretionary spending such as economic development.
- A recovering economy increasing the focus on long-term, structural unemployment and provision for the hardest to help.
- Reduced central government funding.
- A high number of long-term unemployed residents who are often out of work due to complex issues.
- A need to shape mainstream employment provision in order to effect real change for unemployed residents.

In this context, the Council needs to operate, collaborate and spend in a new and different way. It needs to focus on work that will enable residents to be better prepared and able to access the increased employment opportunities expected in the coming decade.

Impact of reduced income from central government and medium-term savings plan

In recent years, the Council has had to reduce its spending in response to a series of very tough spending settlements; having saved around £100m over the last five years, the City Council will need to make a further £100m in savings over the next three years. This has led to significant organisational change and, in particular, examination of areas of the business where there is high demand for services and high associated costs for the Council and its partners, leading to an urgent need to develop new approaches to delivering these services.

Forecasted economic growth in Central London

London is going through a period of economic growth creating new opportunities for residents and businesses alike. The GLA has forecast an increase in output and employment across a number of sectors in both the short and longer term. Growth sectors most relevant to Westminster are construction, food and hospitality services, transport, finance and business services. This predicted growth offers new options and chances for our residents and communities.

A snapshot of residents who are out of work in Westminster

In February 2015, 17,660 people were claiming benefits in Westminster, with 2,740 residents claiming Job Seekers Allowance (JSA) in February 2015. In contrast, the majority of those claiming out-of-work benefits (10,340) had physical or mental health barriers to employment and were claiming Employment Support Allowance (ESA) or Incapacity Benefit (IB). This figure has remained fairly static across the two years prior compared with the number of residents claiming JSA, which has reduced significantly. Between February 2013 and February 2015, the JSA claimant count fell by approximately 59%, and this decline although broadly in line with national trends was accelerated by the impact of welfare reform and the benefit cap in Central London. However benefit classification is not the only way to understand Westminster's challenge – research carried out by the Centre For Economic and Social Inclusion shows that unemployed residents in Westminster are also more likely to be older, be single or a single parent, to have few or no qualifications, have been out of work for a long time and live in social housing.

Long-term unemployed residents in Westminster

Within Westminster, and in line with DWP definitions, the council defines 'long-term unemployed' residents as those who have been out of work for over one year and claim workless benefits – Employment Support Allowance (WRAG), Job Seekers Allowance or Income Support.

Shaping mainstream employment programmes

Traditionally, local government has had little influence on centrally commissioned employment provision, which, for the majority of those with complex and long term barriers to employment, has had minimal positive impact. Latest statistics from the Work Programme show an into-work rate for ESA claimants with between 10-12% finding work. Their circumstances mean that this group of residents would be likely to have multiple contacts with Council and other public sector services, requiring a high level of spend across an extended period which is often not well coordinated between agencies. This has led to a group of entrenched, unemployed residents with high need for support but little resilience, tools or resources to support themselves economically.

Working in partnership to prove the case to central government

To change this and improve the residents' rate of employment the Council will work with other London boroughs who face similar challenges to influence and shape the mainstream employment services provided by the Department of Work and Pensions (DWP). As part of Central London.

Forward and involving local delivery partners such as further education providers, business and the voluntary sector, the Council will seek to co-design and co-commission mainstream employment support programmes with Government, with a particular focus on programmes for the longest term unemployed. This approach will seek to harness local expertise, resources and partnerships across the education, voluntary, community and private sectors in developing approaches that can deliver results at scale for agreed priority groups. A pilot project that applies this new approach to commissioning and delivery is the *CLF Working Capital* pilot that will deliver outcomes for long term unemployed residents with health conditions. For more information on the Working Capital project see page 20: '*Priority 2: Shaping mainstream employment support*'.

**'The GLA has projected
an increase in output
and employment across
a number of sectors...
this growth is fertile
ground for our residents
and communities'**

‘For the majority of those with complex and long term barriers to employment, centrally commissioned employment provision has had a limited positive impact’

‘The council will seek to co-design and co-commission mainstream employment support programmes with government, with a particular focus on programmes for the longest-term unemployed... a pilot that applies this new approach to commissioning and delivery is the CLF Working Capital pilot that will deliver outcomes for unemployed residents with health conditions’

‘From a policy point of view it is increasingly apparent that for too long, efforts to tackle unemployment have been too disjointed and a more holistic approach to welfare, training and healthcare would be more beneficial’

Seamus Nevin, Head of Employment
and Skills Policy at the Institute of Directors

Our vision for employment

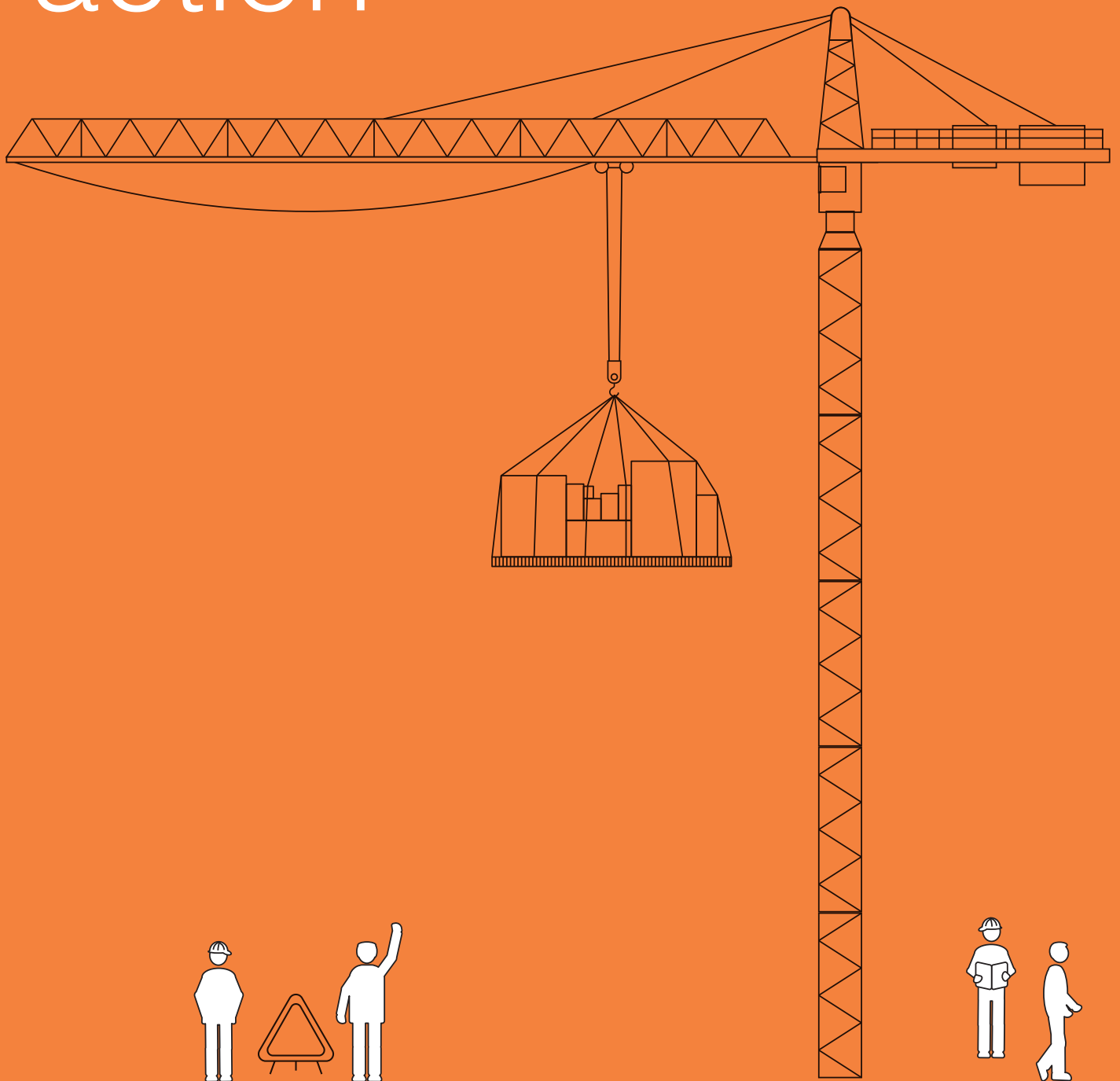


Our vision for Westminster is to have a working age population who have opportunities to develop their work-related skills and who are effectively supported to tackle barriers to work. In addition, our younger residents will have the right skills, experience and aspirations to benefit from the expected economic growth of the next twenty years.

Through this programme we will have:

- A single service for residents with complex and long-term barriers to employment including health and challenging family circumstances; bringing together a range of mainstream and specialist budgets and functions through co-design, co-commissioning and co-investment agreements with Government and partners.
- A co-ordinated and active network of local funding and delivery partners working together with the Council to share resources, expertise and influence, in order to maximise outcomes for young people and long-term unemployed residents in Westminster's renewal areas.
- A strong and influential voice within the local business sector which will create work-related opportunities for our residents.
- Provision of clear and accessible routes to employment for residents regardless of their age, circumstance or career aspiration.
- Employment and economic wellbeing placed at the centre of Council business; effective relationships and reporting between Council departments will ensure a cost-effective and, where appropriate, client-centred approach to business planning, commissioning and service delivery.
- A smaller commissioning budget supported by improved methods of maximising the impact of Council and partners' services e.g. increased sharing of best practice.

Putting the programme into action



The programme's five priorities underpin the ambition within the *City for All* plan, under the theme of *Aspiration*: We will work with and challenge our partners, to reduce by a third the 10,000 residents who are long-term unemployed within three years.

These priorities will enable us to reach those residents who need support: young people, families and adults with complex barriers. The priorities are based on learning over the past decade: observation of mainstream programmes, lessons learnt from Council – commissioned activity and best practice shared by our local delivery partners. To succeed these priorities will need to be implemented across departments and at all service levels, and supported by all key external partners.

- 1. Understanding complex dependency and integrating local services**
- 2. Shaping mainstream employment support provision**
- 3. Tackling key barriers to employment through core Council and partner services and functions**
- 4. Using our position as an employer, purchaser and planning authority**
- 5. Providing clarity to key stakeholders through effective communication.**

one two

Priority 1: Understanding complex dependency and integrating local services

We will look at how services aimed at people in complex situations can be combined, aligned and, where necessary, transformed to provide a holistic and employment-focussed approach to intervention.

We will do this by:

- Building on the Families and Communities Employment Service (FACES), which builds on the Family Recovery/Troubled Families model. Led by Children's Services and delivered in partnership with local Job Centre Plus, the programme takes a multi-agency approach to supporting parents, families and young people with a criminal record into employment or through other work-related progression routes. For further information please go to www.westminster.gov.uk/faces
- Developing 'hub' models of delivery and integrating key service functions such as housing, health and employment advice and support for long-term unemployed residents to create a single, pathway of support.

Priority 2: Shaping mainstream employment support

We will develop employment and skills support programmes that strengthen our case to central government about 'what works' for unemployed residents in central London. We will work collaboratively with external organisations and other local authorities to share and implement best practice in addressing worklessness and building a labour force for the growing economy.

We will do this by:

- Developing our partnership work with other central London boroughs, delivering and learning from pilot programmes such as *Working Capital* as a part of Central London Forward. This is a five-year project being delivered across the Central London Forward (CLF) geographical area and the project aims to reduce the number of ESA (WRAG) claimants across the central London area and provide key lessons to developing an approach to supporting residents with health barriers to employment. Delivered by an external organisation across the CLF footprint, advisors will be based within the Local Employment Services Team (LEST) within the council's housing department. For more information see pages 32 – 35: *'Exploring a new approach to supporting the long term unemployed and proving 'what works'.'*

three

- Continuing to invest in programmes like Recruit London, that provides quality routes to employers, employment and work-related opportunities for unemployed, inexperienced or economically inactive residents. For more information see pages 36 – 39 – *‘Working with employers to unlock employment opportunities for residents’*.
- Pursuing opportunities to co-commission and co-design mainstream employment support provision with Department of Work and Pensions (DWP) and partners.
- Developing a simple and clear approach to measuring the performance of council-funded employment and skills programmes.

Priority 3: Tackling barriers to employment through core Council and partner services and functions

We will work across departments and with external partners to find solutions to long-standing issues that we know affect our local population of unemployed residents such as health and wellbeing, childcare, parental barriers to employment, employability skills, and sector-specific skills and awareness.

We will do this by:

- Supporting and developing One EBP – the Education Business Partnership for Westminster – through the Council’s Employment and Skills team. The team will work with local schools to build up career and work awareness, knowledge and aspiration. Positive exposure to the practices and nature of the world of work will help to reduce the risk of future unemployment. For more information about ONE EBP see pages 40 – 41: *‘Investment in young people – reducing the risk of adult long-term unemployment’*.
- Increased partnership work with the Further Education (FE) sector and our network of partner employers and employment services to help create a clear path from ‘learning to working’. This means addressing potential barriers such as functional skills, language and sector-specific skills, experience and permits.

Using our leverage as a local authority we will encourage and commit large developers to support the employment priorities of the Council

four

- Delivery of various Public Health-funded employment projects via the *Innovations In Childcare* project that aims to reduce the barriers to work faced by parents in the borough. This will include capacity and expertise development within frontline staff supporting parents into employment. Through this strand of work frontline staff will be trained in providing effective childcare signposting and advice to parents and crucially, able to advise parents on how to ensure that they are financially 'better off' in work. For more information on employment related projects with a health and wellbeing outcome see pages 44-45: '*Understanding the link between health and unemployment*'.
- Through the Innovations in Childcare project and in partnership with Westminster Adult Education Service (WAES) and the London Early Years Foundation (LEYF), we will deliver the *Childcare Academy* – a package of skills development and vocational training for parents who want to develop a career in childcare.
- The Local Employment Services team will work with the WAES to develop a 'learning to working' pathway for long-term unemployed residents engaged on their programme.

Priority 4: Using our position as an employer, purchaser and planning authority

Setting an example to other large organisations and businesses, we will work across Council departments advising and collaborating to ensure we maximise opportunities for unemployed residents and also make it easy for business to engage and contribute to the agenda.

We will do this by:

- Developing and increasing the current Council apprenticeship offer. For more information on apprenticeships and the council offer, please see pages 40 – 41: '*Investment in young people – reducing the risk of adult long-term unemployment*'.
- Working with HR, specialist local services and Cross River Partnership to secure employment opportunities, including paid work and work experience for residents with supported employment needs.
- Including employment issues and deliverables in Procurement Unit work on capacity building, opening up opportunities to small suppliers and continuing work to achieve local employment outcomes through the procurement process.
- Using our leverage as a local authority we will encourage and commit large developers to support the employment priorities of the Council.
- Advising business on 'family-friendly' employment policies and providing best practice tools and information that will support businesses to recruit and sustain parents in employment.

five

Priority 5: Providing clarity to key stakeholders through effective communication

We will develop processes, groups and platforms which enable effective and timely communication, sharing of accurate data and clear advice for our key stakeholders.

We will do this by:

- Changing the Council's commissioning approach and moving towards co-ordinated commissioning across departments.
- Putting in place more effective monitoring and oversight processes so that the effectiveness of commissioned employment programmes can be assessed, and the council can scrutinise a wider range of relevant issues. For more information see page 29: *'Measuring the success of the programme'*.
- Developing our use of technology to improve data sharing, service integration and performance monitoring.
- Supporting charity and third sector providers to meet shared objectives of supporting the longest-term unemployed residents closer to work or into sustained employment.
- Providing clear, accessible information and guidance to young people aged 16-24 about employment, skills and training, including a new online resource. For more information on the resources for young people see pages 40-41: *'Investment in young people – reducing the risk of adult long-term unemployment'*.
- Being open and clear in our ambitions and processes in order to collaborate effectively with partners to achieve the best outcomes, within the confines of reduced public spending.
- Supporting partners' delivery by promoting and communicating their skills training services via the Westminster Employment and Skills Provider Network.



1

Summary of key programme activity for 2015-2019*

*Additional projects will also be delivered during this period

Understanding complex dependency and integrating local services

We will look at how services aimed at people in complex situations can be combined, aligned and, where necessary, transformed to provide a holistic employment-focussed approach to intervention.

FACES project delivery

100 sustaining in work for at least six months.

Integration of FACES and LEST project

One single service for residents with complex barriers to employment including employment, health and housing.

2

Shaping mainstream employment support

We will develop employment and skills support programmes that strengthen our case to central government about 'what works' for unemployed residents in central London. We will work collaboratively with external organisations and other local authorities to share and implement best practice in addressing worklessness and building a labour force for the growing economy.

CLF Working Capital pilot

500 residents referred to the programme 15% of referrals supported into employment.

Recruit London project

400 residents engaged 240 residents supported into employment 144 residents working for at least six months.

Devolution proposition for London and influencing successor programme to the Work Programme

Clear path to co-design and co-commissioning of mainstream employment services with Government.

JSA Work Programme Leavers project – 'High Potential'

120 referrals to the programme 40 residents supported into employment 30 residents staying in work at least six months.

3

Tackling key barriers to employment through core Council and partner services and functions

We will work across departments and with external partners to find solutions to long-standing issues that we know affect our local population of unemployed residents.

Health and circumstance barriers: Supported employment brokerage

30 residents supported into work related opportunities.

Skills shortage for high demand sectors: Skills planner project

Employer-led data platform created to capture, monitor and forecast construction skills demand from major developments and infrastructure projects in Westminster.

Parental barriers to employment

40 employment advisors within frontline services trained to deliver 'better off' calculations to parents and advising them about the local childcare offer.

4

Using our position as an employer, purchaser and planning authority

Setting an example to other large organisations and businesses, we will work across Council departments advising and collaborating to ensure we maximise opportunities for unemployed residents and also make it easy for business to engage and contribute to the agenda.

Widening opportunity and access to careers in the council: Council Apprenticeships

100 apprentices join the council.

In-work sustainability and progression for parents: Supporting businesses to develop in-work programmes and implementing 'family-friendly' employment policies

20 business engaged
Toolkit developed to support businesses in this area.

5

Providing clarity to key stakeholders through effective communication

We will develop processes, groups and platforms which enable effective and timely communication, sharing of accurate data and clear advice for our key stakeholders.

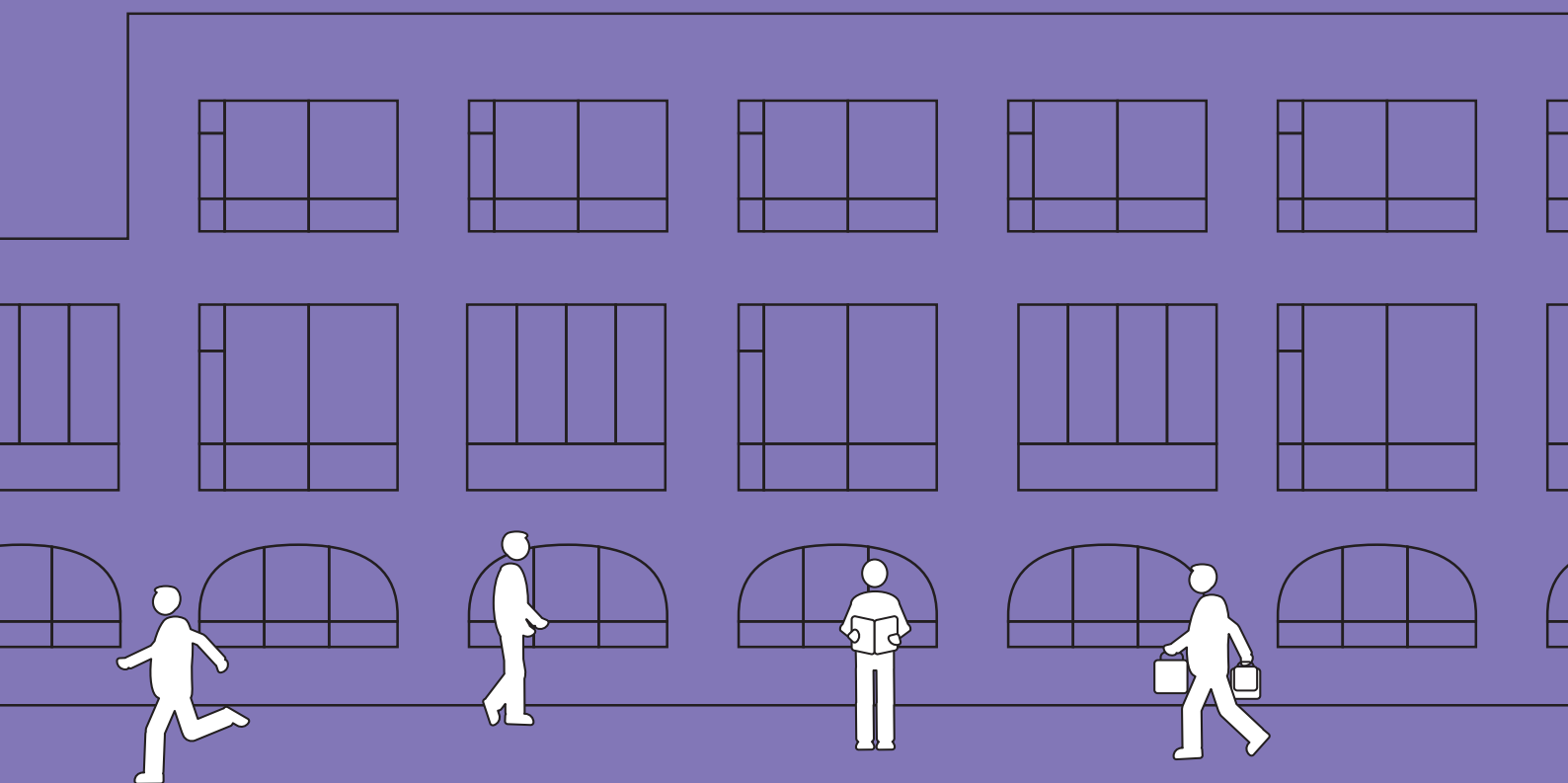
Leveraging funding from other government or commercial sectors: ESF coordination and application

Co-ordinate and lead on ESF partnership development and funding applications.

Employment and Skills provision mapping and communication to key stakeholders; young people aged 16-24 (Tools for Our Future Project) and adult provision

Website and communication vehicle for 16-24 year olds. Adult provision mapping exercise and database.

How programme activity will support residents in different circumstances



The programme is complex because the challenges facing us are equally diverse and complicated. Action is needed across a range of areas; policy, business development, operational structure and service delivery.

The Employment and Skills team within Economy and Infrastructure will manage the programme and provide the business development, co-ordination, monitoring and governance.

For each of our targeted resident groups, the planned activities aim to support residents at key stages during their journey to employment:

- 1) Provision of clarity (for example through signposting and advice)
- 2) Improvement of skills and personal development
- 3) Providing access to employment opportunities.

	Clarity	Skills & personal development	Opportunity
Residents with complex barriers to employment	Provision mapping exercise; E&S programme management function; London Skills review and related activity; devolution	FACES; HELP; Skills Planner; devolution	Recruit London; CLF Construction Brokerage project; Supported Employment broker; ESF partnership bids, devolution
School leavers, NEETS and unemployed young people aged 18 – 24	Tools for Our Future Project; Skills planner; E&S Programme management function; devolution	UTC; One EBP	One EBP; Recruit London; CLF Construction brokerage project
Long term unemployed residents with health barriers who have finished the Work Programme without a job and unemployed for 2+ years	Provision mapping exercise; E&S Programme Management team function; London skills review and related activity; participation; devolution	JSA WP Leavers Programme; Working Capital; Skills Planner; devolution	Recruit London; CLF Construction Brokerage project; ESF partnership bids; devolution

Not all contributing projects or resident groups are listed and this is for illustrative purposes only.

Measuring the success of the programme



Across all employment projects and workstreams we will set comparable performance measures, track outcomes, learn from the data collected and communicate progress to our partners and stakeholders to inform future commissioning.

Performance measures will vary depending on the aim and type of the project. Key performance measures for the programme currently include:

- number of residents starting employment as a result of the support provided by the programme
- number of residents remaining in employment for at least six months

In addition we collect data on other key outcomes and outputs including:

- progression to employment (e.g. training starts and work placements)
- skills attainment of residents supported by the programme
- costs of project delivery

In the coming year we intend to bring together this data into indicators that can be compared to similar employment programmes and central government programmes commissioned by DWP, such as the Work Programme.

**Putting in place more effective
monitoring and oversight
processes so that ...the Council
can scrutinise a wider range
of relevant issues**

Collaborations and Partnership



Sustained employment is affected by a number of factors including physical and mental health, housing, skills, personal circumstances, and work experience.

To more effectively support our unemployed or inexperienced residents to achieve their employment and training goals, we will need to make and maintain effective working relationships and diverse partnerships both within the Council and with other organisations. Over the next four years, Westminster City Council will collaborate with a range of organisations and produce simple, innovative solutions that will deliver cost-effective and quality outcomes for working age long-term unemployed residents and young people:



Key theme:

Exploring a
new approach
to supporting
the long term
unemployed
and proving
'what works'

From April 2015 the Local Employment Services Team within the council's housing service will work with the employment and skills team and colleagues within Job Centre Plus, public health and adult social care to explore an integrated, multi-service approach to residents in the most need.

Residents who are long-term unemployed are a varied group and they are likely to have a complex range of issues impacting on their experience, motivation and ability to find and keep employment.

Mental health (particularly depression and anxiety which can be compounded by unemployment) is the single most common issue but often leads to other problems, such as housing and debt. Residents in this situation often have various contacts with existing services but the interventions lack overall co-ordination and so support is not as effective as it should be.

There is good evidence from current social care, health and employment models that has helped develop an understanding of 'what works' when developing a delivery model aimed at progressing residents with complex issues along a route to sustained employment. This delivery model is being tested through projects such as the *Working Capital* project and the approach will build the case for an integrated, single pathway of support for residents with complex issues.

Key features of an integrated approach are:

- Providing support to residents on a one-to-one basis with multi-skilled employment advisors
- An intensive and tailored 'offer' addressing the range of the individual's issues and low caseloads to enable intensive support
- Understanding the value of interim steps to employment for residents with multiple barriers to employment, and reflecting this in the delivery model and monitoring of projects
- Cross-departmental learning and commissioning to maximise value for investment and increase rate of overall success.

Examples of key activity of the Local Employment Services team for 2015 – 2019

Support programmes for unemployed residents

Delivery period	Project	Delivery partners	Target resident	Aims
2015 – 2016	JSA Work Programme Leavers programme	<ul style="list-style-type: none">– Job Centre Plus– Housing Options Service	Residents who have claimed Job Seekers Allowance, have been unemployed for more than two years and have completed the Work Programme without finding employment.	To test the effectiveness of the caseworker approach
2015 – 2020	Working Capital	<ul style="list-style-type: none">– Central London Forward– Job Centre Plus	Residents who have barriers to employment and claim Employment Support Allowance (ESA)	Reduce benefit dependency of ESA (WRAG) claimants across eight central London boroughs
April 15 – March 16	HELP	<ul style="list-style-type: none">– Vital Regeneration– Housing Options Service	Households living in temporary accommodation	To support homeless households into employment, particularly those affected by the benefit cap

Developing frontline staff who are supporting residents with complex barriers to employment

Pilot period	Project	Delivery partners	Target staff	Aims
2015 – 2016	Advisor Academy	<ul style="list-style-type: none">– Employment and Skills team– Public Health– Children's Services through the FACES programme– Welfare Reform Team at HOS	<ul style="list-style-type: none">– WCC– Partners delivering local E&S programmes	Developing employment – professional skills and techniques within frontline staff who support residents with employment and skills needs



APPLYING A NEW INTEGRATED APPROACH: HOW IT WOULD WORK

Example client – Robert

Robert was in care from 11, has smoked cannabis for several years, and became depressed in 2008. He was a stockroom manager for five years but was made redundant in 2011. He lives with his ex-partner because he has nowhere else to go. He also has £4,000 of debts. He is 'stuck' with depression, low self-esteem and over two years of unemployment. He claims Job Seekers Allowance and recently left the Work Programme without securing employment.

Robert's integrated needs assessment identified core issues of housing, mental health, substance abuse, budgeting and employment, and personal and wellbeing issues of self-esteem, motivation, healthy lifestyle, friendship and personal network.

Robert's support plan

The plan offers integrated and co-ordinated actions addressing the full range of Robert's issues:

Core – debt advice, help to find a room in a shared flat, support from Turning Point to reduce cannabis use, encouraged to seek GP referral to local Cognitive Behaviour Therapy service.

Employment – Assessment of transferable skills and job goals, support to access and complete work experience, job search, CV and interview skills training.

Personal and wellbeing – motivational interviewing to open possibility of change, joining local social networks and groups to help build self-resilience and support network.

The tools and approaches used by Robert's caseworker included one to one coaching, peer support, group work, Liaison with professional network and Practical support and guidance.

Key theme:

Working with
employers
to unlock
employment
opportunities
for residents

The Council has a strong employer – engagement model and will continue to broker and maintain robust employer relationships and to invest in projects that connect unemployed residents to local employers. Activities for the next period include: investing in the successful Recruit London programme, developing partnership work with local Business Improvement Districts and participating in employment-related activity through the West End Partnership.

Recruit London – Run by Cross River Partnership, the project is co-sponsored by external BIDs and landowners including New West End Company, Capco and the Crown Estate. At the core of the programme are the Workplace Coordinators, who access local vacancies and work with local candidates submitted by local referral agencies, to prepare them for the roles available and support them into work. In 2015 the project will work with 400 residents and support 240 into employment.



For more information visit:
crossriverpartnership.org/projects/recruit-london/

Working with BIDs – We will continue to work in partnership with Business Improvement Districts across Westminster to deliver our employment programme and support growth. Through their network of business members, BIDs can help open doors for Recruit London Workplace Coordinators looking to connect residents with work related opportunities. We will continue to advocate the programme to BIDs and where possible seek sponsorship to sustain the service and to improve our offer for the long term unemployed.

West End Partnership (WEP) – The West End Partnership brings together senior public service and private sector leaders, academic experts and resident representatives from in and around the West End. It will coordinate a programme of action and delivery that will accommodate the growth expected for the area in the next fifteen years. Under the *People* strand of the programme the Partnership will deliver a range of employment-related activity that will connect local unemployed residents to jobs, apprenticeships and opportunities in the West End. For more information visit:
westendpartnership.london

CASE STUDY: UNLOCKING EMPLOYMENT OPPORTUNITIES

Westminster resident Cyrus Douglas Pinoke, had been unemployed for five months when his advisor from the Peabody Trust put him in touch with Workplace Coordinator Isabelle Benard.

He explains: 'I had assumed the session was just a simple screening to see if I was job ready. I was expecting the usual routine session, which I had done in the past with various training providers that Jobcentre Plus booked me for. However, it was a complete surprise! It turned out to be a lively, full-on session and my first group interview!'

Cyrus and Isabelle worked on building his presentation skills, his body language and how to use the right 'buzz words' to showcase his skills and experience in both one-to-one and group interviews. Cyrus says he feels 'empowered and confident' and thanks to Recruit West End 'skilled to prepare and nail interviews'.

Isabelle put Cyrus forward for an interview with Saint Georges Hotel for a Commis Chef position, which resulted in successful employment. Cyrus loved his new job and was eager keen to pass his probationary period so he could train as a Sous Chef. He feels very appreciative to the Recruit West End Project and Isabelle for 'the support they have and will continue to provide for my personal and profession development'.

After six months in the job, Cyrus is still very excited at the prospect of working for Saint Georges Hotel. He was promoted to Junior Sous Chef within the first 3 months; and has received training to become a Sous Chef.

'I never thought that I would be able to get promotion so fast. I really enjoy the job and the people I work with. I am glad that Isabelle is only a phone call away... having this job has changed my personal life too, I feel more confident with friends and family'



le JORGES HOTEL



Key theme:

Investment in
young people
– reducing the
risk of adult
long-term
unemployment

The Council is committed to investing in projects that support, advise and provide employment and skills-related opportunities for young residents. It understands that fostering the employment-related skills, characteristics and knowledge of this group will reduce the risk of future adult long-term unemployment as well as meeting the future skills demand from employers, and enabling future generations of residents to take advantage of anticipated economic growth.

From April 2015, the Council will put this into action by increasing the Council apprenticeship offer, developing youth-targeted advice and guidance resources, supporting the activity of the One Education-Business Partnership and continuing to support vulnerable young people through programmes such as the Families and Communities Employment Service.

Apprenticeships – The Council has committed to significantly increasing the number of apprenticeships that the authority and its supply chain offer to 16-24 year olds, and in 2015/16 we aim to recruit 100 apprentices. Apprenticeships will be available at Level 2 (Intermediate), 3 (Advanced) and 4 (Higher) levels across a range of sectors and service areas so that we can expand the range of opportunities available.

All current vacancies are advertised here:
westminster.gov.uk/apprenticeships

Targeted advice and guidance resources

– From 2015 the Council is developing new employment and skills-related resources targeted at 16-24 year olds. These resources will include new pages on the Council website. The pages will be informed, designed and contributed to by young residents and will provide signposting to the local employment and skills offer for young people. It will help residents to build the self-confidence, knowledge and abilities to navigate the complex employment and skills environment:
westminster.gov.uk/young-westminster

One Education-Business Partnership –

The One Education-Business Partnership plays a key role in engaging employers as business volunteers and delivering a range of employment and skills-related activities and events for pupils in Westminster secondary schools. Some of the activities for 2015 are employer-led CV workshops and sessions that prepare pupils for specific sectors (including engineering and science).

For more information visit: oneebp.org.uk

Support for vulnerable young people –

The integrated Gangs Unit (IGU) strand of the Families and Communities Employment Service (FACES) supports young people who want to leave a criminal or gang lifestyle. The employment advisor provides tailored, one-to-one advice and guidance, employability skills training and support to source and secure training or employment outcomes for the young person. For more information:

westminster.gov.uk/faces





LEAVING THE PAST BEHIND FOR A POSITIVE FUTURE

Joe* now 18, was a self-referral into the Integrated Gangs Unit (IGU) after hearing about IGU services from a close friend. Joe wanted to exit from gang life and felt it was time for change but was not proactive in his engagement and despite arranging sessions to discuss employment opportunities and the support on offer he showed very little interest or simply didn't attend. His engagements were hit and miss and did not come across committed or willing to change to better himself.

The FACES advisor Kirsty Anne, was persistent with Joe and was eventually able to establish his interests. He was interested in earning money in a legitimate way, revealing finance as an industry he would like to go into. A meeting with a finance professional was organised to discuss what it was like to work in the sector and Joe was taken to Canary Wharf to see where he could be working in the future if he stayed on a positive track. This exposure to the finance industry significantly improved Joe's engagement and motivation and he was left feeling motivated and positive about where he could be in the future.

Building on this improved engagement, Kirsty sourced a three week pre-apprenticeship course leading to a two week work experience opportunity at Barclays Bank. Joe was prepped for his interview with intensive support from Kirsty. Preparations included practising interview techniques, scenarios and role play. Joe was successful in his application and performed well during his work experience, which led to an offer of a full time two year apprenticeship with Barclays bank.

Joe's mind set has changed since full time employment – he's become more mature and determined to do well. This is reflected in his willingness to travel outside of Westminster to his new role, a previous barrier to him attending his meetings with Kirsty and job searching. He has been in his placement since June 2014 and is currently doing well in post. Joe receives in-work support from Kirsty to ensure he sustains in employment – including telephone contact and access to a business mentor organised by Kirsty.

*The residents' name has been changed. Models used in the image.

Key theme:

Understanding the link between health and unemployment

It is widely accepted that there is a strong link between health and employment – residents who are unemployed are likely to have poorer physical and mental wellbeing than their employed counterparts. Additionally insecure or poor quality employment may also have adverse effects on health.

An assessment (JSNA) of employment support for people with mental illness, physical disabilities and learning disabilities in 2013, provided local data and reviewed the evidence relating to employment support. In 2014 there was agreement to use Public Health funding (Public Health Investment Fund) for employment related projects and some of these are being delivered from April 2015. Evaluation of the projects will inform collaborative working between Council Departments and wider partner organisations including the local

Clinical Commissioning Group (CCG). They will help in strategic planning and potential co-commissioning of future projects. Projects will aim to deliver employment and health and wellbeing outcomes for residents by addressing barriers to employment including childcare solutions for parents and specialist support for residents with health barriers to employment.

The full JSNA can be found here:
jsna.info/document/employment-support

Project	Overview of project	Key delivery partners
Specialist Employment Broker	Specialist employer engagement role that will broker work – related opportunities for residents with health and circumstance barriers to work	Cross River Partnership
Advisor Academy	Training programme for frontline staff who support residents into employment including those with health barriers to work – ensuring they have the skills, knowledge and tools to carry out their role effectively	Local Employment Services Team
London Healthy Workplace Charter	Supporting businesses to participate in a charter to promote workplace health and wellbeing and to support staff retention	– Human Resources – Environmental Health
Supported Employment project	Supporting people with disabilities, long term illness/ conditions and learning disabilities who are eligible for Adult Social Care support and who are not ready for paid employment to be supported on their pathway to employment through preparation to work and various opportunities and activities to become work ready	– Adults Social Care – Employment and Skills
Parental employment and business engagement	Influencing the number of local employment opportunities with family friendly terms and conditions through training and signposting of local businesses	Cross River Partnership
Tailored employment support for parents	Developing capacity and expertise in frontline service advisors with relation to childcare offer and 'better off' calculation	Local Employment Services Team

Key theme:

Addressing the skills challenge

Working collaboratively with local FE provision, skills training providers and key internal teams the Council will address the challenges of skills shortages for particular sectors, a changing post-16 skills funding and operating system, and a reduced Adult Skills budget that will put further pressure on local delivery.

The Council recognises that in order to effectively support residents into sustained employment it will need to invest in new partnerships, tools and projects. Activity will include: partnership work with our local FE provision, helping to shape and lead a sub-regional review of post-16 skills provision; developing a partnership-led bid for future ESF skills funding; developing new approaches to mapping the skills demand for key sectors; and delivering employer-endorsed skills-related projects that deliver training aligned with local economic priorities.

Partnership work with local colleges –

We recognise the significant role of the further education sector in the employment and skills agenda and in particular the difference our local colleges – **Westminster Adult Education Service, City of Westminster College and Westminster Kingsway College** – make to unemployed residents and young people. Their flexible and accessible courses help to address the pre-employment barriers faced by many long-term unemployed residents such as functional skills, ESOL and vocational training. Additionally through their traineeship and apprenticeship offers for young people, they provide the entry level skills and work experience required by employers. Through the employment programme we will work closely with our local FE provision to integrate them into the intervention developed for long-term unemployed residents.

London review of post-16 skills provision –

In 2016 the Council will participate in a Central – London wide review of post-16 skills provision which will include FE providers, 6th form Colleges, UTCs and Adult Education providers. The issues which Westminster will highlight through this review and other involvement with

London government include: greater devolution of the £100M+ of annual expenditure on skills programmes; future funding for skills driven by employer demand; and better integration of skills and employment funding with the objective of sustained employment and skills progression.

ESF Skills funding opportunity – Over £800 million, which includes national match-funding from the Government, is being invested across London in the next 5 years via the European Social Fund programme. Bidding consortia will include the FE sector in a central London bidding area, and the aim will be to use the opportunity to develop more integrated provision for workless residents as well as support for those in employment.

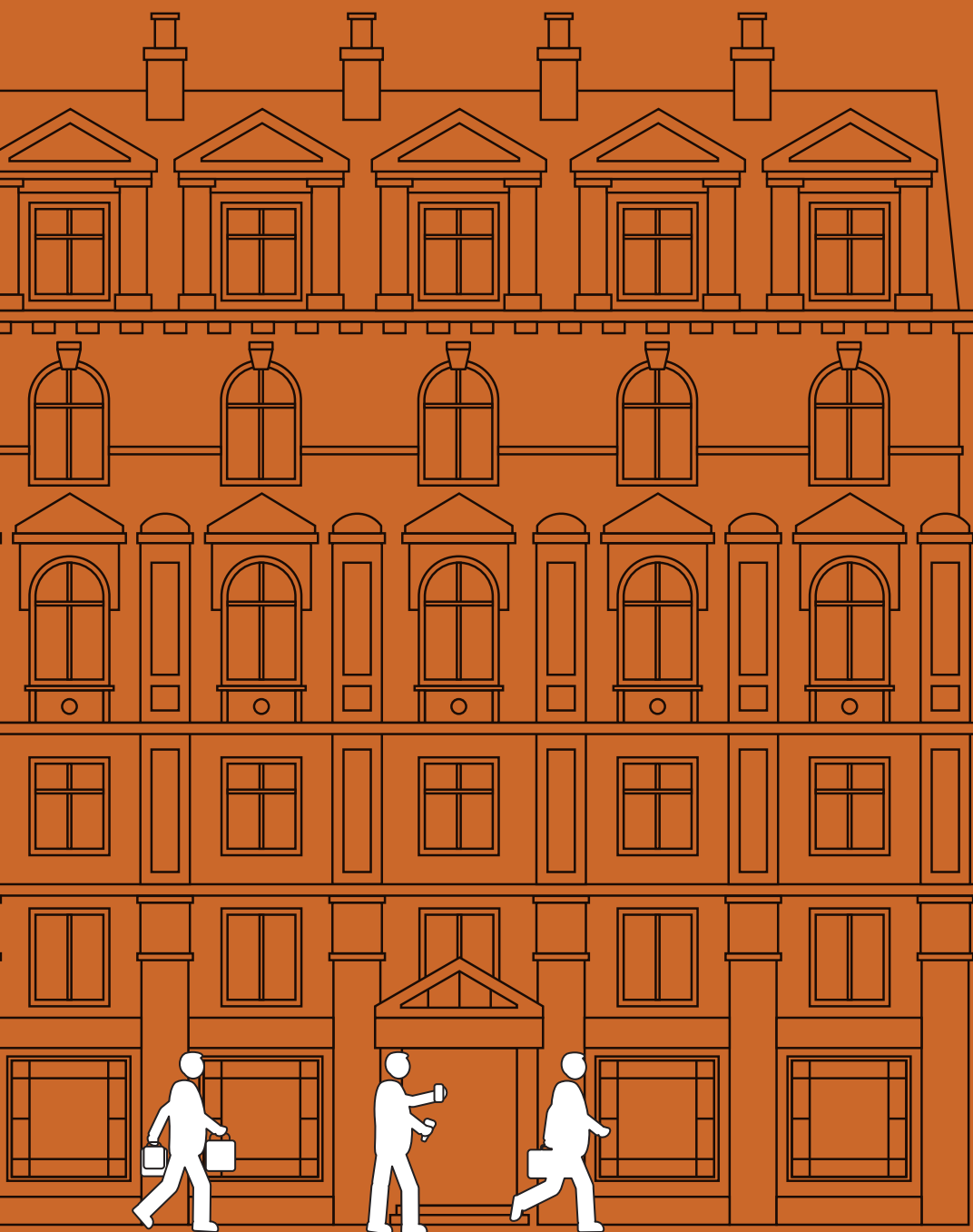
Mapping the skills demand for key sectors

– from September 2015 the Council will collaborate with other local authorities, FE providers and employers in a new, innovative approach to mapping skills demand and planning responsive skills training for the construction sector. The Skills Planner project will see the Council contributing to an online data platform that will support the mapping and forecasting of demand for particular skills relevant to Westminster's construction sector. For more information visit: skillsplanner.net

Employer-endorsed skills related projects

– The Council will support the first University Technical College in Westminster to assist young people into careers in construction, transport and engineering. The College will be supported by local employers such as Cross Rail and Transport for London and will help to address local skills shortages. For more information visit: utcolleges.org/utcs/the-sir-simon-milton-utc/

Additional council plans and glossary



- For some residents the route out of unemployment is through enterprise and self-employment. For further information see the Enterprise Programme.
- For some residents volunteering is a way to gain work experience and develop new skills. For further information see the Volunteering Strategy.
- We understand that there is a strong link between employment and housing. For further information see the Housing Strategy.

Term	Definition	Function
BID	Business Improvement district	Geographical area where the local businesses have voted to pay a levy to improve the environment and promote the area. There seven BIDs currently in Westminster.
CLF	Central London Forward	Sub-regional strategic organisation representing the eight central London local authorities. www.centrallondonforward.gov.uk
CRP	Cross River Partnership	Public-private partnership based in Westminster City Council; delivers council-funded employment projects including Recruit London and the Supported Employment Brokerage; see page 37
CWH	City West Homes	The Council's largest housing provider; manages majority of the social housing estates in Westminster
DWP	Department of Work and Pensions	Central government department responsible for welfare, pensions and child maintenance policy; commissions "mainstream" employment support e.g. Work Programme
ESA	Employment Support Allowance	Out-of-work benefit for those with a physical or mental health issue
ESA (WRAG)	Employment Support Allowance (Work Related Activity Group)	Refers to those ESA claimants who have a health condition but assessed as being able to work
ESF	European Social Fund	European fund aimed at skills, employment and business related outcomes
FACES	Families and Communities employment Service	Employment service based in Children's Services for vulnerable families, parents and young people referred from gangs unit;
FE	Further Education	Refers to 16+ education delivered through colleges and adult learning services
HELP	Housing Employment and Learning Service	Employment service for residents in temporary accommodation
HOS	Housing Options Service	Housing team within the council providing housing related advice and support
IGU	Integrated Gangs Unit	Part of the Council's Community Safety service; service for young people affected by gangs
JCP	Job Centre Plus	Part of Department of Work and Pensions; processes benefit claims
JSA	Job Seekers Allowance	Out of work benefit for unemployed individuals
JSNA	Joint Strategic Needs Assessment	Tool used to inform and guide planning and future commissioning
LEP	London Enterprise Panel	The body through which the Mayorality works with London's boroughs, business and Transport for London to take a strategic view of the economy the regeneration, employment and skills agenda for London
LEST	Local Employment Services Team	Employment service based in Housing department; piloting new approaches to supporting long-term unemployed including Working Capital and High Potential projects; see page 33
LEYF	London Early Years Foundation	Childcare charity and social enterprise; partner in the pilot programme aimed at unemployed parents
NWEC	New West End Company	BID area covering Bond Street, Oxford Street, Regent Street and surrounding areas; partner of the Council
One EBP	One Education Business Partnership	Part of Children's and Young People Services; supports schools and young people in career development activities and work experience see page 41
SPD	Supplementary Planning Document	Document used to provide information and guidance on planning policy
TA	Temporary Accommodation	Type of housing provided for residents registered with the council as "homeless"
UTC	University Technical College	Government funded school aimed at 14-18 year olds
WAES	Westminster Adult Education Service	Part of the Council's adult learning ad skills offer
WCC	City Council of Westminster/ Westminster City Council	Local authority for Westminster
WEP	West End Partnership	Partnership of the City Council, London Borough of Camden, TFL, community groups, the Mayor, the police and the private sector and other key partners aiming to deliver improvements and growth in the West End; see page 37
WRAG	Work Related Activity Group	See ESA WRAG definition

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City of Westminster

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