

Westminster Employment Service (WES)

Service Plan 2018-19



Summary of Commitments

This plan sets out the commitments for Westminster Employment Service for 2018/19.

Our aims:

- **Design and launch a new pre-employment and in-work training programme** in partnership with local employers and the Westminster Adult Education Service
- **Increase support available for residents with mental health illnesses** by expanding an existing NHS team to offer employment support in GP surgeries and community settings
- **Improve the quality of our coaching function** by setting new service standards, improving the way that we track the progress made by beneficiaries, including their wellbeing and financial outcomes.

We will do this by:

1. **Extending our reach:** through increasing the range of partnerships with community organisations and extending the locations in which we operate
2. **Supporting people with very significant barriers to employment:** by funding new services for around people with significant mental health conditions in partnership with CNWL our local Health Trust using the evidence based Individual Placement and Support service model
3. **Tackling in-work poverty:** by launching a programme to develop new capability around in-work support, including an options appraisal for creating a new discretionary local fund to support working families with childcare; a careers hub to provide training and mentoring for people in work; and better connecting low paid employees to training and development opportunities available in the City
4. **Creating better job opportunities:** by launching a programme to encourage and enable local businesses to adopt more socially responsible employment practices looking at new ways of using Westminster's Business Rate Relief scheme and the recruitment services we deliver as an incentive.

Introduction



In July 2017, the Council launched the Westminster Employment Service (WES) to support the Council's ambition of a **City for All**. Our objective is to transform the lives of vulnerable residents through employment. Our service works with the support of colleagues from across the Council, partners and the commitment of over 100 local employers. WES is delivered by a committed team of employment coaches providing one-to-one support to residents in their communities. Our Coaches work alongside our Westminster Adult Education Service (WAES), our employer team at Recruit London and a wide range of local charities, colleges and other public agencies.

We do this to help residents help themselves, to help residents support their families and contribute to the communities they are part of. We know that accessing work can improve health, confidence and esteem and whilst our service is not a statutory function for the Council it is at the heart of what we do. By working with employers, we can help them to recruit a more diverse, local workforce and engage them in a wide range of activities which support business productivity and wellbeing.

Our plan sets out our ambitions, goals and activities for the next year. It has been developed with our frontline teams, our **Provider Network**¹ and employers we work with. The Plan suggests activities we have identified to make the Service better and the need to be responsive to wider challenges our users face. These challenges include wage stagnation, affordable childcare and welfare reform which make it more difficult for many of our residents to stay in work or make work pay. Employers we work with are also having increasing difficulty finding and retaining staff, impacting on productivity and cost.

Everything that we have achieved to date and deliver in the year ahead reflects our committed and talented team of coaches, brokers and managers that work for the Service. We will therefore continue to support the team and individuals through our Advisor Academy, the Council's Talent and our partnerships which facilitate learning from a wider peer group of professionals.

We look forward to the year ahead and to working with you.

Tom Harding

¹ Over 50 Local Colleges, Charities, Agencies and government organisations delivering employment and skills programmes in Westminster.

Our Achievements

The Westminster Employment Service (WES) was launched in July 2017 and has **helped 908 local residents into work** in 2017/18 (of which 392 are long-term unemployed), supporting 338 (38%) to remain in work for at least 13 weeks. As a comparison, at a national level Work Programme delivered 31.4% sustained employment for all clients. Recruit London, as a contributor to our Service will exceed their City for All target of 150 job starts for local residents.

Our new delivery hub at the City of Westminster College's Maida Vale centre and our presence in neighbourhood venues across the City, including libraries and Children's Centres, is leading to greater awareness of our service and more people being supported through our team or by our partners.

Our Service is transforming lives. We help residents with health conditions to live independent lives, parents to secure work and higher incomes to help their families and young people transitioning from not in education and employment, as well as our own children leaving care and transitioning to adulthood. Recent analysis of just one of our coaching services for residents in temporary accommodation, shows that clients

supported are three times as likely to be in work, will earn £1,000 more and have £300 less rent arrears than comparable Westminster residents not engaged in the project.

Other achievements in the past year include:

- **Strong sense of team** – one of the key themes from our team away day in March 2018 was a strong sense of team, with front line staff highlighting the supportive and helpful culture and recognition of the value of bringing separate services together under the Westminster Employment Service
- **Income** – the team has secured over £2.5m of discretionary funding to support delivery in future years and developed a new approach to negotiating with developers through s.106, which will yield financial contributions to support our Service
- **Helping the Council do its bit as a local employer** – this year we supported 33 local residents with significant health and other barriers to employment secure roles in the Council. A great example of our work in this area is the Registrars team, which helped a number of

residents with learning difficulties into a range of roles starting in March. We're making a real difference to people's lives through our work and doing our bit for the community as a major employer

- Focusing on those most in need of employment support** – we have focused our services on residents with some of the most significant barriers to employment and the quality of personalisation we offer is a key strength of our services, evidenced in the positive feedback from clients
- Recruit London and supporting business growth** – the Westminster-based team has placed 155 Westminster residents into employment and helped employers save over £500k in recruitment costs. Since October 2017, all businesses applying for rate relief have been asked to set out how they can help residents, generating over 100 referrals with commitments ranging from offering work placements, promoting local vacancies and hiring local apprentices.

ERSA Nomination

In recognition that our services are sector leaders, the Council-funded HELP Service, delivered by Vital Regeneration, has been shortlisted for an award by ERSA (Employment Related Services Association) for service and partnership excellence.



Chaibia found work with the Council's registrars team and is pictured with the Head of Service, Christie



Junea was referred to a local gardening project by our Senior Employment Coach, Pete Murphy. He is working for Groundwork to maintain and improve green spaces across the City.



Helder Branco, Senior Contract Manager, Veolia, gave a moving speech on hiring local residents at our 'Meet the Team' breakfast event (8th December 2017)

Context

The changing shape of unemployment in Westminster

Higher rates of employment, but Westminster behind the regional and national average

In 2017 labour market conditions improved nationally and levels of general unemployment fell. Westminster followed this trend with the employment rate increasing in 2014-15, but it still significantly lags behind the London and UK average.

The employment rate in Westminster has increased:

2014/15 = 62.6%

2016/17 = 68.8%

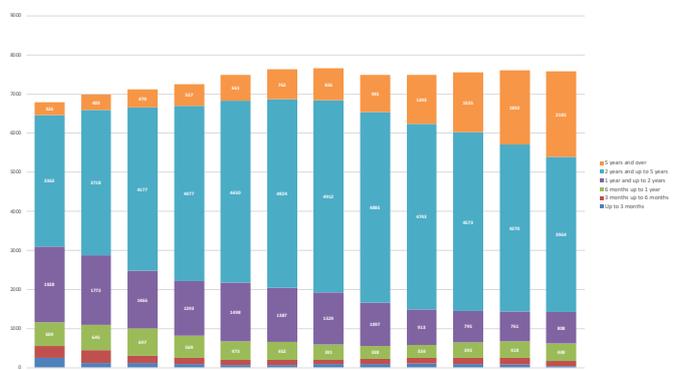
But it remains well below London (77.3%) and UK averages (77.7%)

This suggests that Westminster residents are not getting a proportionate benefit of improving conditions in the City.

ESA claimants still being left behind in the labour market

Some residents experience significant challenges in finding and sustaining work irrespective of labour market conditions. Residents claiming Employment Support Allowance (ESA) benefits have historically been a group that has not benefited from labour market opportunities in Westminster or elsewhere and require active employment support to progress into and sustain employment. The number of claimants have increased by 784 since 2014 and 83% are in the more dependent 'Support Group'. All ESA claimants are unemployed for longer periods.

ESA - All Claimants by Claim Duration: Westminster



In short, the number of residents with more complex barriers to employment are increasing in Westminster.

The growing problem of in-work poverty

Across London there is a growing recognition of the problems created by low pay. Data from Trust for London¹ shows that comparatively Westminster is one of the 4th worst London boroughs for child poverty and inequality² and that 58% of Londoners in poverty are from working households, an increase from 44% a decade ago. It is no longer enough to get someone into employment, they need support to secure a better pay and conditions.

Supporting people with mental health conditions

Over 50% of unemployed people report their mental health as one of their most significant barriers to work. The Individual Placement and Support (IPS) service model is an evidence based programme that has delivered outstanding results getting around 15% of clients with significant mental health conditions into sustained jobs. The IPS team in CNWL is a UK Centre of Excellence and this year they will become part of the WES service supporting around 270 clients over the next three years in partnership with primary care based teams.

this group we estimate that over 7,000 people are either mandated to seek work, or wish to find work and these include people in all claimant groups.

DWP funded provision has reduced and the new programme launched in 2018 – Work and Health Programme will deliver support to the people unemployed for longer than two years and to people with health related barriers who volunteer to participate in the programme. We estimate that this programme will only support around 2% of unemployed people seeking work in Westminster.



Members of the CNWL IPS team

Employment Support Provision

Across the UK, improvements in labour market conditions have reduced numbers of people claiming welfare benefits, however, the level of unemployment in Westminster remains high with more than 10,000 working age adults not in employment. Within

¹ <https://www.trustforlondon.org.uk/data/boroughs/westminster-poverty-and-inequality-indicators/>

² London Poverty Profile 2017. Adam Tinson, Carla Ayrton, Karen Barker, Theo Barry Born and Otis Long. New Policy Institute

Priorities for Team Plans and Innovation

In the next year, we have identified two main development priorities across the different teams

- 1. To improve our in work support offer to help residents stay in work**
- 2. To support businesses to provide better quality employment opportunity through socially responsible practices.**

Our priorities respond to the feedback from our users, front line teams and employers we work with as well as analysis highlighting the challenge of in work poverty.

1. In-Work Support

Why? We recognise that getting people into work is not a means of moving out of poverty. For many of our clients and we need to do more to make work a route to a better quality of life. In Westminster the costs of housing and childcare, and the relatively high number of low paid jobs presents a specific set of challenges to working people.

We think it is necessary to extend the reach of our service to support people to achieve sustainable levels of pay

by enhancing their skills and value to employers. Specifically, we want to address the challenge of finding work that is 'family-friendly' offering hours of employment and flexibility to enable parents to work in good quality employment.

What this could involve?

- **Westminster Employment Fund** – a discretionary fund from contributions from the Council, Business Improvement Districts (BIDs), employers and others to support travel, childcare, emergency housing costs. Options could include management of the fund through a local charity, making it easier to pool contributions and fundraise. Existing discretionary funds deal with one-off payments. What we want to explore is the value of a fund that provides a more tailored level of financial support to individuals linked to sustained job outcomes and progression.
- **West End Careers Hub** – establishing a base in the West End to provide mentoring and peer support to residents that have secured a job. The service could include support from employee volunteers in the West End and our coaching team, providing an

effective in work support network.

Skills Escalator – our aim should be to help people into work and help them to continuously learn and gain new skills. This matters because evidence shows people progressing from Level 1 / 2 to 3 is very low, impacting on income. Our initial ideas include incorporating a skills/ career plan into our action plans and more effectively connecting skills programmes which already exist to the aspirations of our residents. This approach could be trialled.

2. Socially Responsible Businesses

Why? Improving outcomes for residents for example, to achieve higher incomes, staying in work and supporting work place health depends on the quality of work and in-work support offered by employers. Our interest is to achieve the best outcomes for our residents and for businesses to have an interest in retaining motivated, healthy employees.

Our Service is constantly assessing which employers to support and looking at the practices that best support our clients to sustain employment. We intend to encourage more businesses to adopt effective employment practices by disseminating knowledge of existing good practice and to design and test new ways of encouraging and rewarding business behaviour most likely to support our clients in finding sustained and well-paid work.

What this could involve?

- **Responsible Business Incentives** – exploring opportunities to use the Council's Business Rate Relief mechanism and commissioning of suppliers to drive socially responsible business behaviour
- **Differential service offers to employers** – for example, our free recruitment offer delivered via Recruit London and our BID partners could connect to an assessment of what the employer is willing to offer back, i.e. pay, pre-employment support, or contributions to discretionary fund
- **Promotion and networking** – this will explore mechanisms which the Council has to promote responsible businesses such as through networking events or promotions on the Council's website.

What happens next?

The management for both of new ideas and testing of the workstrands will be overseen by the Programme Manager within WES. We will work colleagues within the Council and our partners to the teams responsible and the process for working up ideas is set out below:

- **Development plan** – we propose a six-month programme of design and development before we commit to delivering an expansion to the existing WES service
- **Problem analysis** – we will conduct a more in-depth analysis of the problem with WES coaches to identify the barriers to employment progression and to identify the

- options for tackling those barriers
- **Options appraisal** – we will develop the options identified to test their feasibility, impact on the problems and the economic case for developing a new service for our clients. This will enable us to prioritise our options and develop a more detailed business case
 - **Prototyping** – we will seek to test the service in a preliminary phase to enable us to validate the expected impact and refine the service model
 - **Funding and implementation** – having demonstrated the value and impact of our new service, we will seek sources of funding.
 - **Evaluation** – we will seek to evaluate the value and impact of the service as part of our management of the service to ensure that it delivers against the expectations we identified.



Veolia and Recruit London at the London Social Inclusion Forum

Get involved

We would welcome your involvement and views to help us shape our thinking. Please email nfahmy@westminster.gov.uk if you would like to be involved in workshops or the consultation as ideas develop.

Team Plans

Team plans have been developed by our coaches, business team and with input from local partners through our regular provider network. We also respond to Leader and Cabinet Member priorities and feedback from our internal departments and business plans.

Team plans below relate to the three operational areas of WES: Coaching, Employer Relationship and Skills.

1. Coaching Team

One-to-one support from a job coach is the core component of our Westminster Employment Service. Research commissioned by the Council⁴ suggest that well-trained and experienced Job Coaches are crucial for achieving better employment outcomes for residents with barriers to work. People who have not worked for many years need support to develop life skills (e.g. confidence, self-esteem), as well as help to deal with debt, housing or challenging family circumstances.

Our Job Coaches work with a small caseloads of residents – self-referred or referred by Council teams or partners, with whom they agree a range of activities which are detailed in an action plan covering the transition into a job

and for the first six months in work. Job Coaches work across the City to support particular neighbourhoods and communities connecting to the aims of Service and Council priorities.

Our ambition for 2018/19

As part of the Westminster Employment Service, our ambition in the next 12 months is to continue to improve the quality of our offer, help more residents into work and to stay in work. We will do this by:

- **Designing and launching new pre-employment and in work training programmes** in partnership with local employers and the Westminster Adult Education Service
- **Increasing support available for residents with mental health illnesses** by expanding an existing NHS team to offer employment support in GP surgeries and community health teams. Our project will work alongside the Work and Health Programme and this team of coaches will significantly increase provision
- **Improving the quality of our coaching function** by setting new service standards, improving the way that we track the progress made by beneficiaries, including their wellbeing and financial outcomes.

⁴ Future Public

Other service improvements

- Creating more bespoke opportunities for our residents including work placements and supported employment by providing better intelligence on the needs of our beneficiaries.
- With our Employer and Communications teams we will run a campaign to increase awareness of the needs of care leavers and vulnerable adults.
- Promoting our Families Coaching Team to more primary schools and in GP surgeries and partnerships with Community Champions.
- Re-focus support delivered by our HELP team to focus on preventing homelessness

A summary of our coaching activities, including partners we work is set out below:

| Employment Team Westminster City Council Job Coaches | |
|---|--|
| Care Leavers | WCC offers social housing to eligible Care Leavers, along with a comprehensive package of support to help the young people sustain these tenancies. Part of this package is our Employment and Housing Coaching Service |
| Church Street Team | An employment service to residents living within the Church Street regeneration area and based within the 'Regeneration Base' at 99 Church Street. |
| Families and Communities Employment Service (FACES) | Supports parents into employment and it is based at 4 Frampton Street and the Westminster Adult Education Service. The team's primary referrals come from within Children's Services teams (Children's Centres, Early Help and Social Services) the Integrated Gangs Unit and parents studying at our Westminster Adult Education Service. |
| Homelessness, Employment and Learning Project | Delivers a holistic employment and housing service targeting residents at risk of homelessness, and those living in Temporary Accommodation. It is an integrated service including partners from housing, Vital Regeneration a local charity, the DWP, and children's social services. |
| High Potential | Works with long-term unemployed residents who have been out of work for at least two years. Clients are referred to us by a variety of sources, including JCP and our coaches are based at Marylebone JCP and various community venues (e.g. community centres, libraries). |
| Westminster Employment (WE) | Supports people with a learning disability and complex / behavioural needs and people with physical disabilities. Employment advisers use person centred employment approaches and a range of communication to enable customers to make informed choices in relation to work goals. Part of Adult Social Services and funded by Public Health. |
| WES For All | An employment coach in the team that works with residents that do not fit within the criteria above. |
| Other coaching teams and partners supported by the Council | |
| NHS (Individual Placement and Support - IPS) | A new coaching team to enable the CNWL NHS IPS service to be available to those with mental health needs in primary care. |
| Community Coaches | The Council, through its partnerships and commissions, supports coaching teams delivered by other partners including CityWest Homes, Paddington Development Trust and the new Work and Health Programme provider – Ingeus UK |

2. Employer Relationships Team

Job Brokers help employers to recruit local people and prepare workless candidates to apply for jobs. Since 2009, the **Recruit London** service has prepared and matched jobseekers for suitable roles across the City. They work with employers to encourage them to give a fair chance to candidates whom they would usually not consider, and to offer contracts that will help jobseekers to return to work (e.g. suitable hours for working parents). This service has the support of employers across the West End, as well as commercial landlords, developers and Business Improvement Districts.

In the past two years, the Council has had an increasing focus on reducing long-term unemployment and supporting groups with significant barriers to work. In response, Recruit London (which is commissioned as part of WES) has trialled specialist job brokers providing support for these groups, working alongside employment coaches to identify suitable role, including supported employment, for our residents.

Not all brokering of employment is restricted to one programme and a measure of the success of the Recruit London programme is that other organisations, including within the Council and New West End Company have developed projects with similar aims. Working as a partnership, there is significant opportunity and demand to increase the capacity of job brokers across the City in response to higher vacancy levels, the costs of recruitment

and in some cases, the need to carve out opportunities for our residents to experience work.

Our ambition for 2018/19

As part of the Westminster Employment Service, our ambition in the next 12 months is to continue to improve the quality of our offer, help more residents into work and to stay in work. We will do this by:

- **Increasing the capacity of brokerage support** for employers in Westminster, through a new construction broker and through our partnerships with BIDS, developers and Council suppliers
- **Designing and testing a new pre-employment training course** and programme of in work support to help residents secure work and progress in their careers
- **Providing more work experience opportunities** and roles tailored to the needs of candidates who are experience mental or physical health problems, disabilities, homelessness or other additional needs. We will establish a network of socially responsible employers and increase the capacity through an additional Specialist Workplace Co-ordinator to help achieve this
- **Making it easier for developers and Council suppliers with employment obligations to contribute** and deliver greater local benefit through revised guidance, relationship support and promotion.

Other service improvements

- We are committed to offering a wider variety of opportunities to WES clients. One of the ways we will achieve this is by **working with the WES team to record each clients' top three job roles they are targeting**. We will then carry out employer engagement based on the results of our findings, which will result in a higher number of suitable opportunities matching client needs.
- We are committed to providing better opportunities to long-term unemployed resident. One of the ways we will do this is by giving long term unemployed clients more exposure to employers; **we will organise quarterly job fairs for Westminster residents with a variety of employers** and opportunities on offer, allowing clients to meet with and present themselves directly to employers.

| Employer Relationships Team | |
|---|--|
| Recruit London Workplace Coordinator⁵ (Westminster) | |
| Workplace Coordinators | Working alongside our Coaches to prepare residents for interviews and vacancies whilst offering a free local recruitment service by preparing job specifications, candidate job matching, sifting applications and assisting with interview |
| Specialist Workplace Coordinators | Focussed on the needs of residents with disabilities and health conditions and using relationships with employers to generate suitable work related opportunities |
| Council Job Brokers | |
| Economy Job Broker | Supporting the City Council's suppliers and developers with planning obligations to recruit locally, deliver work placement and training for residents. Since October 2017 |
| Our Partners' Job Broker⁶ Programmes | |
| The Crown Estate | Focussed on helping homeless residents into roles with the Crown Estates' occupiers in the West End |
| Heart of London Business Alliance | Supporting employers in the Heart of London area of the West End and supported by Cross River Partnership |
| New West End Company | A long-standing partner committed to supporting local recruitment and re-launching their job brokering team later in the summer 2018 |
| City West Homes | A Social Value officer supports suppliers delivering major works, repairs and maintenance contracts with social value commitments, including employment commitments |
| Central London Forward | A new initiative for 2018, co-funded by the Council with a team of brokers working across Central London to help more residents into construction roles. Focussed on more effective ways of supporting developers' planning commitments by working as a partnership in Central London. |

⁵ Funded by Westminster City Council, and as part of the Westminster Employment Service

⁶ Including Social Value for example, City West Homes

3. Skills development and engagement with learning

Westminster Adult Education Service (WAES) has a well-established and positive reputation for working with the most disadvantaged and hardest to reach learners, providing the stepping stones from unemployment into further learning, community engagement and ultimately work. The Service operates from three dedicated centres at Lisson Grove, Pimlico and Amberley and in addition, delivers programmes from approximately 80 community venues, partnering with children centres, libraries, schools, local businesses and the voluntary sector.

City of Westminster College, Westminster Kingsway College and WAES deliver a wide range of courses to support the employability of Westminster residents including employer led courses, basic skills and technical / vocational skills.

Furthermore, provision is delivered in areas of Westminster with the highest levels of unemployment including at Queen's Park Campus and Paddington Green (City of Westminster College) and at employability hub at Maida Vale (Westminster Kingsway College).

Our ambition for 2018/19

Our ambition in the next 12 months is to make sure skills and career development is an integral part of the Westminster Employment Service offer. Our own skills provider, WAES, is the biggest of its kind in London and

together with local College Consortia⁷ covering central London, residents have access to high quality, skills and training programmes.

- **Encourage more unemployed learners from Westminster to engage with learning and skills provision** to reduce isolation, support wellbeing and their progression into work
- **To connect more unemployed adult learners⁸ completing courses into work and work experience** through our Employer Relationships team
- **To introduce a new way of tracking skills progression of our clients**, pre-employment and in work. We will test this new approach through our Families Coaching Team and look to incorporate across the Service in 2019.

Other service improvements

There are more immediate, smaller scale improvements which we will introduce in 2018 which will include:

- **Offer free hair cuts for all unemployed residents** engaging with WES as part of interview preparation through our team of trainees on WAES Courses
- **Promoting the WES offer** and customer journey to WAES and College tutors and learners
- **To set out a vision for adult education in London** to inform the Mayor's Strategy and future funding devolved to the Mayor.

Adult Skills and Training - Overview

Westminster Adult Education Service (WAES)

Subject areas include accounting, business studies, ceramics, childcare, cookery, English and maths GCSE, English for Speakers of other Languages (ESOL), family learning, fashion, fine art, floristry, glass, graphic design health and social care, hairdressing, ICT, make-up, and teacher training.

WAES works closely with over 200 businesses in Westminster and the Greater London area, delivering traineeships, apprenticeships and bespoke training programmes to help employers develop their workforce

Other College Provision (Westminster Kingsway College and City of Westminster College)

Employability and basic skills - Including CV practice, interview techniques, IT, English and Maths: City of Westminster College provide an Interview Masterclass every six weeks for all candidates going for their job roles.

Employer led courses - Sector Based Work Academies with JCP and employers including MACE, Marks and Spencer, Land Securities, Harrods, TfL and Bluebird. The offer through the Sector Based Work Academies is training to help candidates carry out a job role and developed with employers, a work trial and guaranteed interview



Emma Hyland, Parental Employment Coordinator, at the WAES Centre

⁷ Capital City College Group (incorporating Westminster Kingsway College) and United Colleges Group (incorporating City of Westminster College)

⁸ Westminster residents on courses delivered by WAES, Westminster Kingsway College and activity funded by the City Council's My Westminster Fund and WAES' Community Learning Grants

Service User Involvement

Our team is committed to engaging users in the design and development of the Service as well as providing employment opportunities within the team for local residents.

In 2018/19 we will involve users with an evaluation of the Service, incorporate user feedback as part of our quality plans and in the design of new services including in work support, and revisions to the WES website.

Within the team **we will support two apprenticeships and provide paid work placements for six users.**

"I would like to take this opportunity to thank Glenroy Anderson for his support and encouragement and Sophie Khan for seeing my potential and giving me the opportunity to be part of a brilliant team."

Julian Paoli



Glenroy Anderson (left), Senior Employment Coach at the Regeneration Base in Church Street with his client, Westminster resident Julian Paoli (centre) who is now employed as a Business Support Officer within the Business and Performance Team of Corporate Services, with Julian's line manager, Sophie Khan (right).

Developing our Team: the Advisor Academy

The Advisor Academy is a unique programme of training and workforce development sessions offered by Westminster Employment Service (WES) to our frontline team and our partners. It aims to upskill and raise the quality of advice and interventions provided by Employment Coaches and Advisors supporting Westminster residents. In 2017/18, 21 separate training sessions were delivered benefiting over 50 front line advisors.

The Advisor Academy was established in recognition of the barriers which many of our clients face. Our advisors have to be knowledgeable in a wide range of areas including housing, benefits, mental health, children and adult social care, career pathways and other local providers.

In 2018/19 we will deliver 36 separate training sessions, undertake regular reviews of the training with stakeholders and maintain the excellent evaluation feedback received to date.

Deaf Awareness Training

In April 2018, Clarion UK provided a half day Deaf Awareness session to our Advisor Academy team. Participants learned how to fingerspell their names from Trainer Jeanette. All 14 participants were issued with Attendance Certificates as part of their Continuing Professional Development.

The session received excellent feedback:

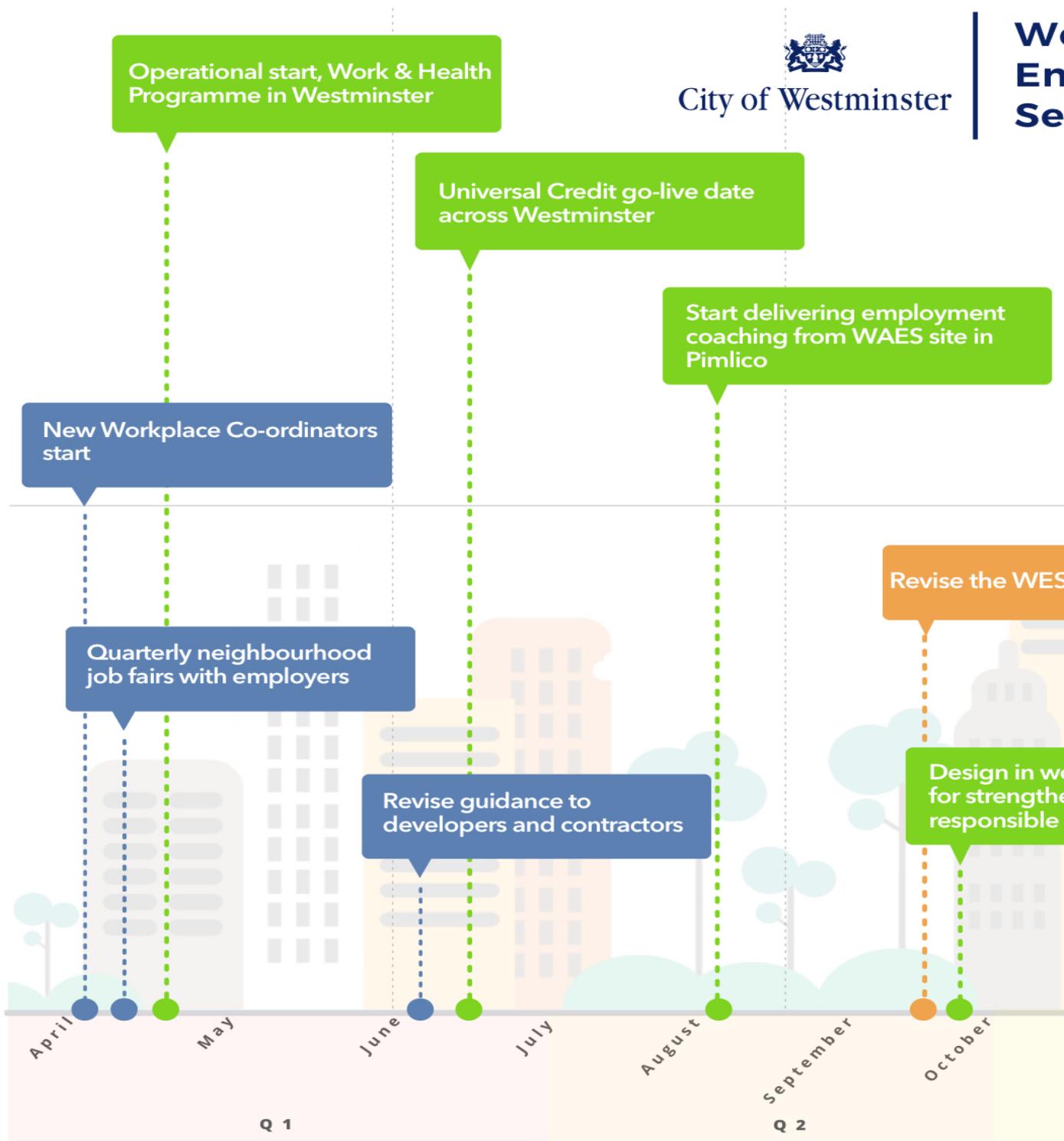
92% said the training was of high quality
92% said it was relevant to their jobs and would be useful for other colleagues



Trainer Jeanette teaching participants how to sign 'A' during the Deaf Awareness Session run by Clarion in April 2018.



Milestones 2018/19



Each of the three Teams, along with the central support function, contribute to the overall milestones detailed below, with activities and performance tracked monthly.

Westminster Employment Service



Goals and Success Measures 2018/19

The team tracks the performance of all our projects on a monthly and quarterly basis.

Our reports feed into to Council wide reporting and we review performance with our Cabinet Member each quarter. We will include more information on our performance on our website including commitments made by developers and Council suppliers.

Programme goals – headlines

- Support 750 residents into employment through our Coaching Team, WAES and partnerships including with Recruit London
- Deliver more work trials and volunteering opportunities for clients
- Improve the sustainment rates of clients moving into work
- Track unemployed learners enrolled on WAES and College courses and their progress into work.

Team Goals

| WES COACHING TEAM | |
|--|---|
| 508 | Starts on Programme |
| 184 | Job Starts, of which |
| 134 | Long-term unemployed |
| 177 | 177 Work Trials / Volunteering Opportunities |
| 96 | Sustained Jobs |
| Other Indicators we will track | |
| Wellbeing and progress towards work for every client | |
| Quality accreditation progress / achievement | |
| Percentage of clients with agreed action plans | |
| Careers / job aspiration of clients being supported by coaches | |

| EMPLOYER RELATIONSHIPS TEAM | |
|--|--|
| 325 | Starts on Programme |
| 132 | Job Starts, of which |
| 60 | Long-term unemployed |
| 56 | People with significant barriers, i.e. homelessness |
| 100 | 177 Work Trials / Volunteering Opportunities |
| 101 | Sustained Jobs |
| Other Indicators we will track | |
| Number of developers and council suppliers with agreed employment and skills plans | |
| Percentage of developers and suppliers on track with commitments | |

| SKILLS DEVELOPMENT |
|--|
| To be baselined in 2018/19 with targets agreed for future years |
| Number of unemployed residents enrolled on WAES and College provision |
| Percentage of Westminster learners completing courses into work or work experience opportunity |
| Residents enrolled with WES with a skills and career plan |
| Number of WES clients who are WAES learners or alumni (in order to measure joint working and progression of residents) |

Other performance issues you might be interested in:

Benchmarking – our annual report will assess performance against comparable programmes delivered in London and nationally.

Wellbeing and user experience – as part of our quality plans we will regularly capture data on clients experience of our Service. By offering work opportunities in our Service for our clients we can also design our activities based on the experience of our users. Working with Public Health Colleagues will also capture data on clients sense of wellbeing using a bi-annual survey.

Finance

Our Service is a discretionary function – it is not a core Council or statutory function. The way in which the Service is unique within the Council. All funding aligns to our purpose and delivery model helping us to maintain a focus on particular groups and communities prioritised by the Council.

We are a Council service but differ from most Council functions in that the majority of our income is generated through bids, which the Service develops and not through a re-occurring single source of income.

Typically, we manage funding from 10-15 different separate funders each year and whilst there are risks associated with managing a service with multiple, short terms funds, our medium term plan is to identify and secure new re-occurring source of income. Wherever possible funding will ensure support is in place over the medium term to help residents with multiple needs.

Our aim, as detailed in this plan is to make services more effective and deliver year on year improvements. This is challenging in a funding environment which the Service operates in. We therefore work closely with our City Treasurer's team to develop clear financial plans.

The Service is delivered with a wide range of organisations and in a number of instances, WES is part of a joint delivery team with partners including Jobcentre Plus, local Colleges, the Westminster Adult Education Service and local charities. This increase the level of service offered to residents and businesses whilst making effective use of other partners' resources.

Priorities for 2018

- To secure additional funding for the next two years and where possible build up a reserve
- Specifically, to identify funding for our employment coaching service – HELP. The EU funding for this service ends in March 2019
- Identify and secure new/recurring sources of income.

Our priorities with additional funding

- Balancing the budget for 2019 – our target for the year is to secure £0.5m for 2019/20 and to secure £1m for 2020/21.
- Building up a reserve to support the Service in the medium term

Opportunity areas

- Securing additional funding through developer contributions (as a condition of planning), aligning

the service with internal housing, health and children's Services funds / outcomes and Jobcentre Plus / DWP⁹

- In the medium term, the Team will make the case with Central London Forward and partners for a replacement for European Social Fund.

Budget pressures 2018/19

- Projected wage inflation across the programme during 2018 of 2% and reflecting the Local Government pay settlement.
- Resourcing additional relationship support to work with Council developers and contractors and business rate relief applicants.
- Expansion of our internal coaching team and external coaching support to help residents with health / mental health conditions.

Funding Sources 2018/19

£2.35m = secured income

£2.3m = total expenditure

Our thanks to our major funders in 2018/19, which include:

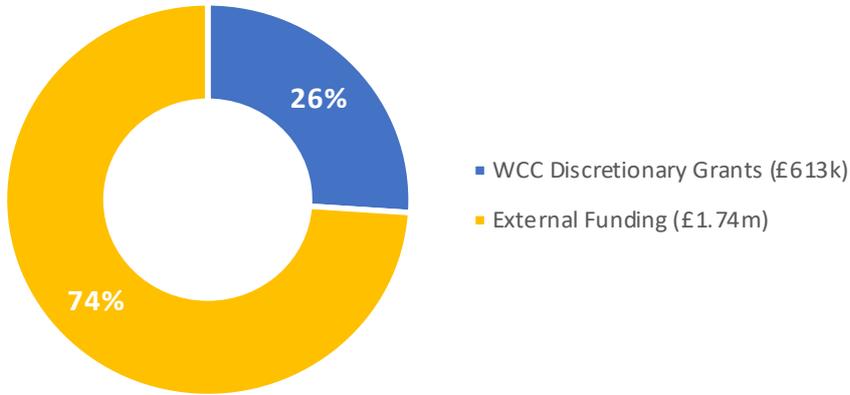
- Pooled S106¹⁰ and developer contributions
- Public Health Investment Fund
- Adult Social Care¹¹
- Church Street Dowry

⁹ Community Budgets and Dynamic Purchasing System

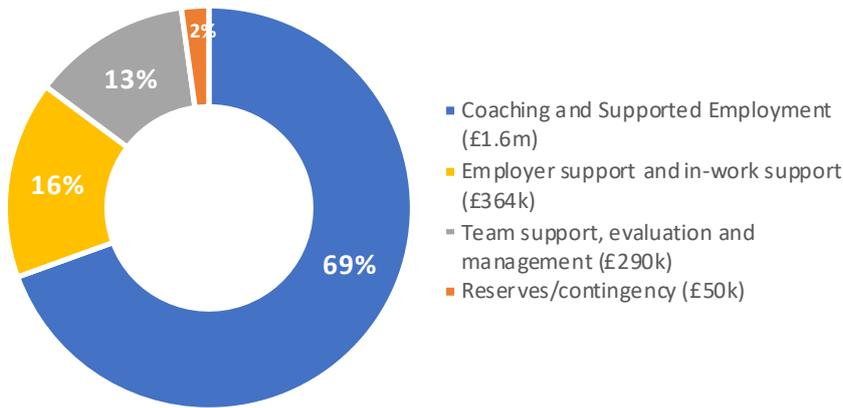
¹⁰ Paddington Social and Community Fund

¹¹ Supported Employment delivered by Westminster Employment (WE)

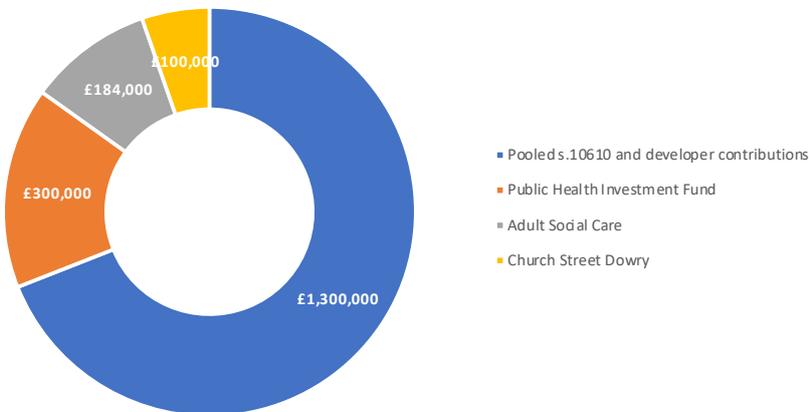
Sources of Funding 2018



How we spend our money (2018)



Major Funders 2018/19



For more information, contact: tharding@westminster.gov.uk