

# Appendix 1

## Westminster Employment Service

Background Information for Scrutiny Committee

April 2019

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# 1. Introduction

# Overview of the Service

In July 2017, the Council launched the Westminster Employment Service 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 commitment of over 100 local employers.

The Westminster Employment Service is delivered by a committed team of employment coaches providing 1-2-1 support to residents in their communities. Our coaches work alongside our Westminster Adult Education Service, our employer team and a wide range network of local charities, Colleges and other public agencies.



# Who we help

We help residents with health conditions and disabilities to live independent lives, families looking to return to work and young people transitioning from not in education and employment, including our own children leaving care.



# Focussing on those most in need

We have focused our services on residents with some of the most significant barriers to employment.

The quality of personalisation we offer is a key strength of our services, evidenced in the positive feedback from clients.



# Justification & business case – recap

- Increasing the pool of skilled labour available is critical to the success of the UK's Industrial Strategy and London's economy. Our programme help address recruitment challenges faced by employers by preparing and training communities that experience high levels of worklessness
- A more localised workforce will **improve recruitment and retention**, drive productivity and support growth.
- There is **insufficient support for workless residents** through mainstream programmes to meet demand from residents – e.g. the Work & Health Programme and Working Capital will deliver jobs for an estimated 2% of the long-term unemployed population in Central London.
- The **employment rate of disabled people** in London is 28% lower than for non-disabled people in London and over 100,000 residents are long-term unemployed in Central London.
- Investing in more comprehensive **community-based support for priority groups** will reduce pressure on Jobcentre Plus and DWP and generate savings for public services.

## 2. Context

# Demand for our Service – residents

There is wide range of data pointing to the ongoing need for the Westminster Employment Service which includes:

## Low Income Households (Housing Benefit Claimants)

There are 22, 500 HB claiming households – of whom 15,800 have a lead claimant who is under 65 (Dec 2018). This would be around **17.5%** of households.

## Claimants & Economic Inactivity

Whilst the number of residents on Jobseekers Allowance is relatively low – 1,257 as of January 2019, there are 8,800 Employment Support Allowance claimants in Westminster (August 2018) with 75% of those claiming for over 2 years. Furthermore, there are high numbers of residents that do not claim benefits but want to work (described as Economically Inactive).

In September 2018, this stood at 8,500 and the rate on Inactivity in Westminster is **higher than London and UK rates.**

## Skills

Research undertaken by the IPPR for Central London Forward, 2017 also pointed to the specific challenges in London / Inner London regarding low skills and the challenge of progression in an economy with shrinking numbers demand for mid- skilled jobs: **the employment rate for adults with lower skills is 6.9% below the London average and over 12% below the national average.**



40%

Percentage of people in Westminster who struggling to cope financially in Westminster



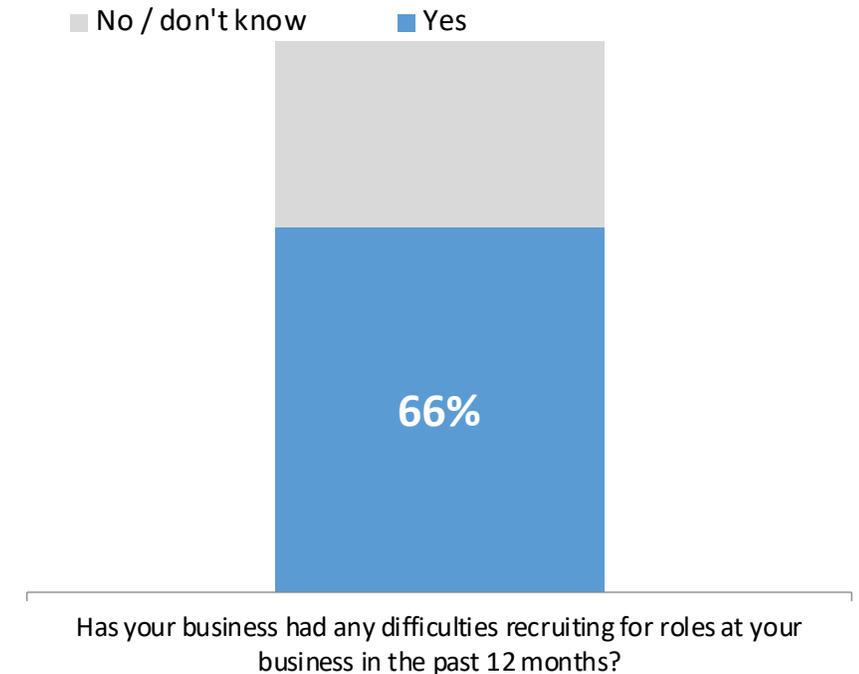
58%

Percentage of Londoners in poverty who are from working families

# Demand for our Service – employers

Headline findings from a recent Westminster Business Survey (*ComRes, March 2019*) evidencing the demand from employers in Westminster includes:

- 66% of Westminster businesses reported having difficulties recruiting for roles in the past 12 months due to a low number of applicants, or a lack of experience /skills.
- 23% currently employ apprentices, and financial support for businesses is most likely to make doing this easier.
- 73% say that lowering costs of transport and commuting would be within the top three factors that would have a positive impact on staff retention. This is consistent with earlier findings around difficulties in recruiting.



# 3. Our Service Offer

# Our Service for residents

## 1-2-1 Coaching & Personalised Support

- 25 to 35 clients – enables a through and flexible approach
- Integrated Gangs Unit (IGU), Looked After Children (LAC) and Youth Offending Team (YOT) have even smaller caseloads (10 clients).
- Free and voluntary service, working in partnership with clients.
- All coaches undertake outreach and drop-in sessions at 1 locations at least.



# The teams in WES

We are made up of a number of different teams, each with its own focus:

- Homelessness, Employment and Learning Project (HELP)
- High Potential
- Integrated Gangs Unit (IGU)
- Parental Employment Co-ordinator (PEC)
- WES for All
- Care Leavers
- Church Street Team
- Families and Communities Employment Service (FACES)
- Troubled Families Employment Advisors (TFEAs)

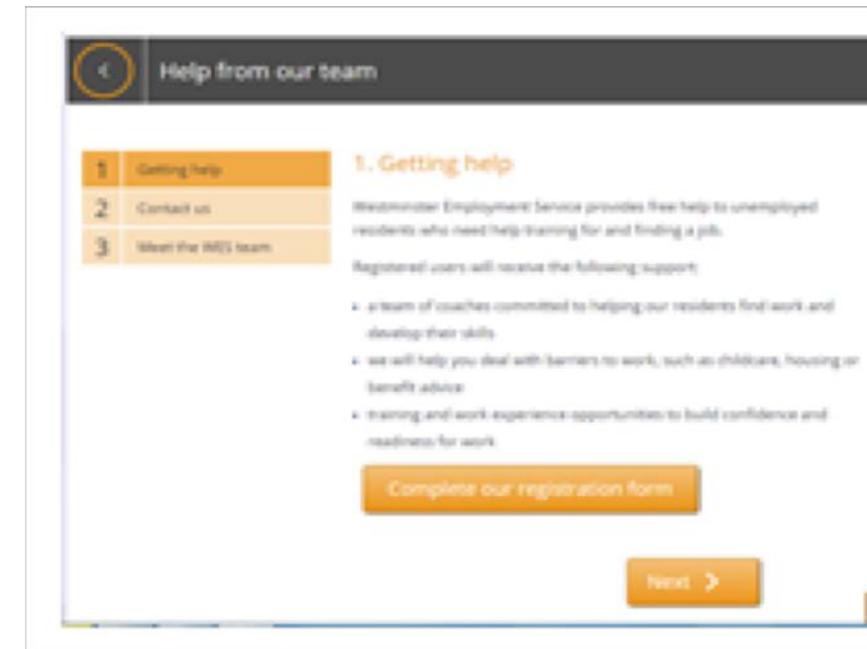
# Recruiting and developing

- We will attract and recruit staff who understand our ethos.
- All new starters will have a 2-week induction.
- Training for coaches via the Adviser Academy in 3 areas:
  1. Core training
  2. Specialised training
  3. Advanced training
- Progression routes for new staff to join WES and develop their career, along with development opportunities for existing staff



# Triage and Referrals

- Referrals to WES are via the website <https://www.westminster.gov.uk/employment/my-account>
- Or via our paper form.
- For direct referrals, please ensure that the Triage and Referral Officer is informed [employmentteam@westminster.gov.uk](mailto:employmentteam@westminster.gov.uk)



# Services for Residents – case study

## Maureen's story

*"I feel as though the Westminster Employment has been a fantastic help to me. Having been unemployed for around 8 months before starting my apprenticeship at Westminster City Council, I was beginning to lose faith in finding work but Sarah Andrews and Ainhoa Quijano have been wonderful and supportive in helping me find work that suits me.*

*I like that it was a lot more personal and helpful than the help I got at the job centre. I could phone or email them anytime and ask for help, or make an appointment as and when needed rather than have a fixed appointment that I had to go to. They were available whenever I needed them and would even phone to check in if I hadn't had an appointment in a few weeks. I can honestly say the employment team here at Church Street is brilliant and I wouldn't be in the position I'm in now if it wasn't for them. They assisted me with updating my CV, finding work, filling out applications and remaining positive throughout my period of unemployment and were extremely empathetic when I wasn't feeling particularly optimistic about work.*

*Compared to the Job Centre and other employment agencies I had been working with, I would say the Westminster Employment Team is the most helpful, supportive and accessible."*

*Maureen, Westminster resident*



*Sarah Andrews is an Employment Coach working at the Regeneration Base in Church street*

# Service for employers

We work closely with a variety of employers to connect them with our communities

**Council Suppliers** - We work with council suppliers to deliver on employment and skills commitments connected to social value.

**Section 106, Employment & Skills** - Employment and skills deliverables set out as part of the section 106 policy

**Westminster City Council** - An exciting new project created in collaboration with the council's People Services team with the aim to offer opportunities within WCC to Westminster residents.



*Helder Branco, Senior Contract Manager,  
Veolia*

# Services for Employers

## Developers & Council contractors' commitments

We are proactively working with developers, contractors and council suppliers to deliver on their communities to provide employment opportunities to residents

**94**



Developers  
with S106 commitments

**118**



WCC Contracts  
with Social Value

=

**1002 jobs\***

**1046 work placements\***

\*Commitments set by developers and contractors in the period 2016-2021



City of Westminster

# Services for Employers – case study

Unity Kitchen delivered by the Camden Society, 64 Victoria Street, 19<sup>th</sup> Floor Café

The City Hall Café on the 19<sup>th</sup> floor is now open for business. From April onwards, we will be welcoming trainees and apprentices to the café, providing people with a learning disability a place to gain skills, qualifications and employment with all roles paid at the London Living Wage.

All profits made by our operator, a social enterprise - Unity Kitchen, part of the Camden Society, will be reinvested into the community and our plan during the year is to deliver cookery demonstrations and food-based events in the community, delivered by the Unity Kitchen and supported by WCC staff volunteering time.

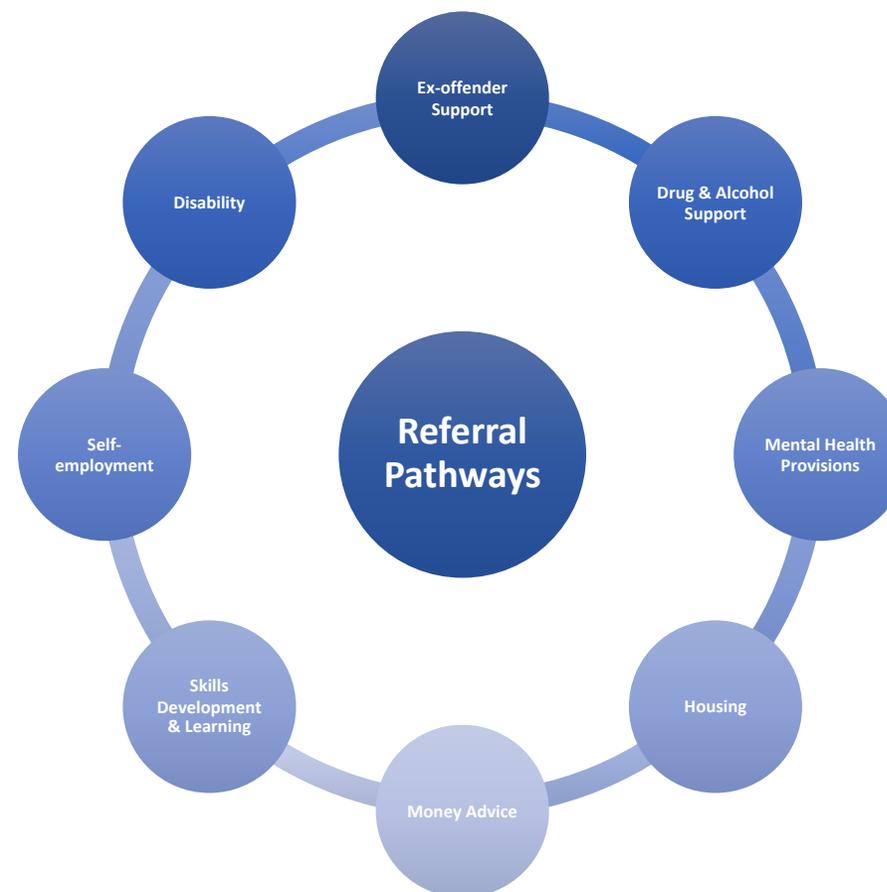


# 4. Partnerships

# Connecting with Services

WES are connected in with a database of over 100 employment, skills and resident support organisations. Some of the ways in which we work with our ever-expanding network are:

- ❖ **Referring WES clients** to suitable pathway support, as well as receiving referrals to WES from services. Working with others to support our client's journey and tackle any obstacles.
- ❖ **Advocating for smaller organisations** who require support when working with bodies such as London Councils, as well as supporting funding bids to GLA and others.
- ❖ **Hosting and creating events** to share organisational practice, develop plans to tackle economic needs and to give a voice to all of our stakeholders.
- ❖ **Releasing a WES e-newsletter** to further reach organisations to work with, build awareness of the WES service and share collaborative efforts between WES and partners.
- ❖ **Creating partnering agreements** with organisations to underpin ways of working and collaborative focuses.



Department for Work & Pensions



# Notable Examples of Collaboration

- ❖ WES host a **quarterly Employment & Skills Provider Network Forum** with partners which regularly involves 40 – 60 people from a variety of organisations – events in 2018 all received 100% positive feedback when surveyed
- ❖ As of November 2018, WES have created a **bi-annual Employment Practitioner Forum** to give more of a voice and opportunity to shape delivery to all of the practitioners within Westminster. This includes colleagues from DWP, Ingeus, NHS and more.
- ❖ A variety of **Advisor Academy training sessions** are available at no cost to staff from organisations within the WES network
- ❖ **Co-located working opportunities**, such as a partnering agreement in place with City of Westminster College to utilise their employability hub space with Westminster-based employment practitioners. The hub has seen regular attendance from organisations such as Shelter (homelessness support), Ingeus (Work & Health Programme) as well as hosting staff from WES.



# Partnership with NHS

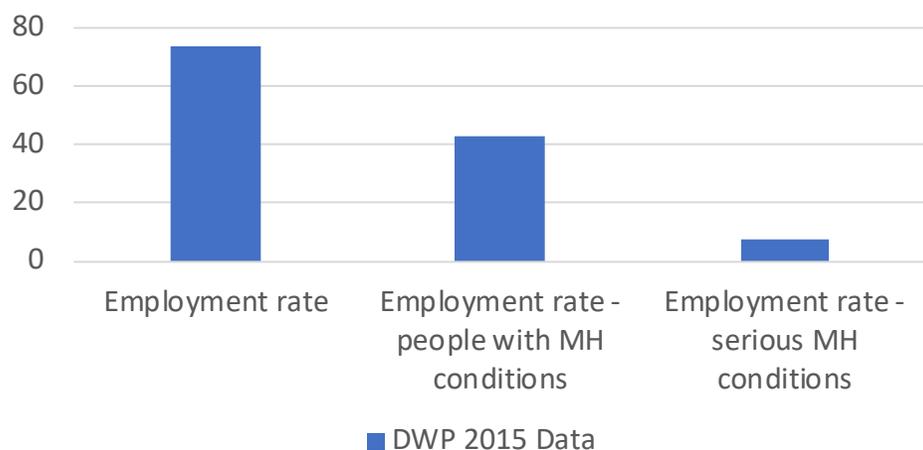


As of January 2019, WES have commenced a partnership with Central and North West London NHS Foundation Trust to grant funding in order to further support Westminster residents with mental health conditions.

The partnership will see CNWL Employment Services team rollout their Individual Placement & Support (IPS) employment model into Primary Care mental health support within Westminster, with Employment Specialists being integrated directly into Primary Care Plus (PCP) and Improving Access to Psychological Therapies (IAPT) services.

The project is forecasted to engage 259 Westminster beneficiaries over a 3-year period, with 83 projected to gain employment and 33 to sustain employment for over 3 months (working over 16 hours per week).

Employment Rate Data



We see this partnership having additional benefits with regards to:

- An improvement in sustained employment outcomes for Westminster residents with moderate and severe mental illness
- An improvement in the quality of household incomes for service users
- A reduction in re-admissions into secondary care
- A reduction in utilisation of adult social care and other Council services
- An improvement in self-reported health, social and economic wellbeing for service users and their families

# Work & Health Programme

Westminster City Council are also one year into the joint commissioning of Central London Works, the sub-regional delivery of the DWP Work & Health Programme within Central London boroughs. The first year has seen:

- ❖ 118 Westminster residents start the programme, 9 of which commencing employment.
- ❖ Over 100 1:1 health practitioner interventions, alongside an array of group health and wellbeing workshops for clients.
- ❖ Production of an online digital hub for clients to book health support interventions and receive support through
- ❖ The commencement of the External Referral Organisation (ERO) process, meaning that local partners can now refer to the programme.
- ❖ Integration of the main delivery partner and supply chain partners' staff into co-located working spaces and WES forums.
- ❖ Collaborative working between Work & Health delivery partners and the WES wider network. Ingeus have referred clients to local courses, employment opportunities that have been shared through WES, as well as referring to places like The Abbey Centre – who deliver physical health classes for residents.



Central London  
**WORKS**  
Work and Health  
Programme

  
Department  
for Work &  
Pensions  
In  
partnership  
with

# 5. Service impact & effectiveness

# Helping residents that need our help the most

Since the Service was established in 2017 (to March 2019), we have supported over 1600 residents into employment.

Of those supported into employment, **46% had been unemployed for 12 months or more.**

	WES Coaching	Recruit London	Commissioned Partners*
Total number of residents supported into work in the last 2 years to date (2017/2019)	559 (Target 557)	218 (Target 248)	537 (Target 234)
Number of residents who started work in the last 2 years to date, who had previously been long-term unemployed	294 (Target 245)	156 (Target 176)	209 (Target 20)
% of job starts for long-term unemployed	53%	72%	39%

# Value for money & effectiveness

## Value for money

The average cost of placing an individual into sustained employment through the Westminster Employment Service is **£5,500**. The figure is based on the average cost in the period 2017-2019. This is more than half the cost of comparable back-to-work initiatives elsewhere (£10-£15K per sustained job)

Based on our budget for 2019/20, for every **£1 invested** in the Service via the General Fund, the **Service leverages a further £89**.

## Effectiveness

**70%** of residents that register with our programme move into jobs. The national average for similar hard to help groups is between 30-50%.

**65%** of residents that we help into jobs sustain jobs (for at least 6 months). The average for similar hard to help groups is about 40%

# Recent Jobs secured for clients



**Records Management Assistant**  
For WCC  
Graduate 1<sup>st</sup> experience



**Lab Technician**  
Refugee living in temporary accommodation



**IT Programmer**  
Long Term Unemployed



**Engineer**  
For a WCC Contractor  
Care leaver with MEng



**Shake Shack Team member**  
Part Time Mum with young children to look after



**Trainee Housing Adviser**  
Homeless Parent



**ECONOMY, WCC**

3 roles ( Team Support, Employment Coach, Apprentice)

**REGISTRARS, WCC**

15 Roles in the team in 2017/2018

# Evaluation findings

Two evaluations of the Service have been completed in 2018 & 2019 – an evaluation of the HELP project and a separate evaluation which has been undertaken by the Council’s Public Health Team (one of the funders of our Service). Key findings include:

## **Public Health Evaluation**

Their investment of £200,000 resulted in a potential 78 families and 154 children being taken out of poverty and a reduction in the number of people with a Common Mental Health Disorder.

## **HELP Evaluation**

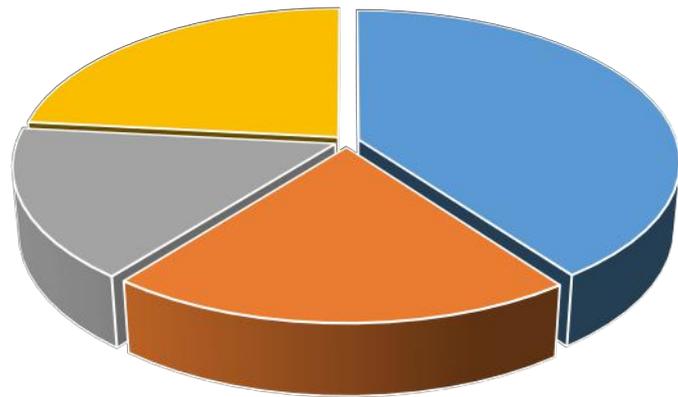
Cost benefit analysis shows that EaSI HELP is providing public bodies with a net saving of roughly £450,000 over its two-year life time, primarily through reduced spend on welfare benefits and temporary accommodation.

# 6. Service User Intelligence

# Characteristics of our Service users

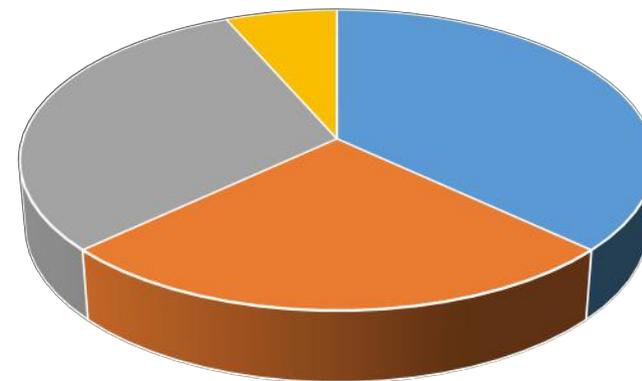
In the past two years, the Westminster Employment Service has had an increasing focus on reducing long-term unemployment and supporting groups with significant barriers to employment.

Length of time unemployed



- 24 months Plus
- 12 - 23 months
- 6 - 12 months
- 0 - 6 months

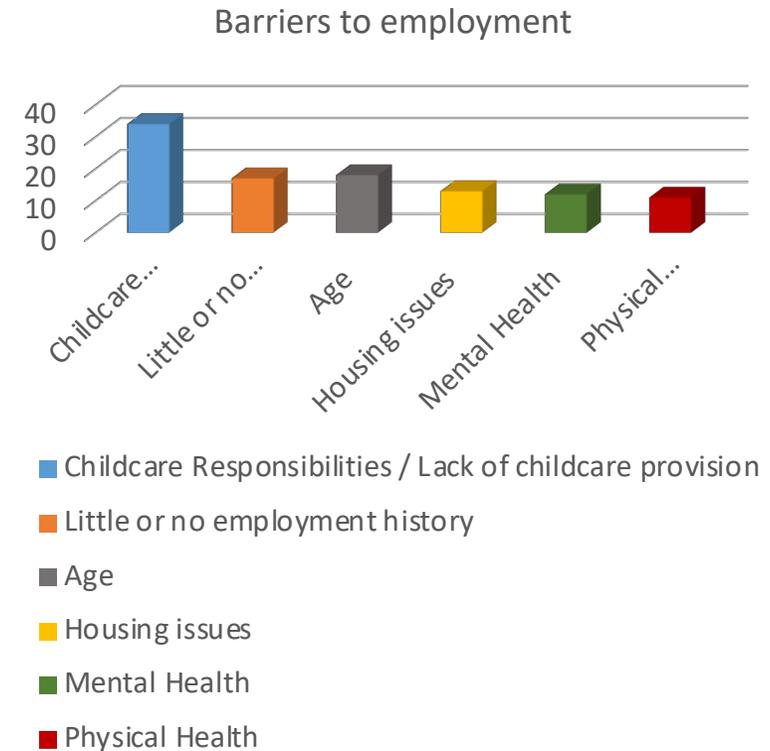
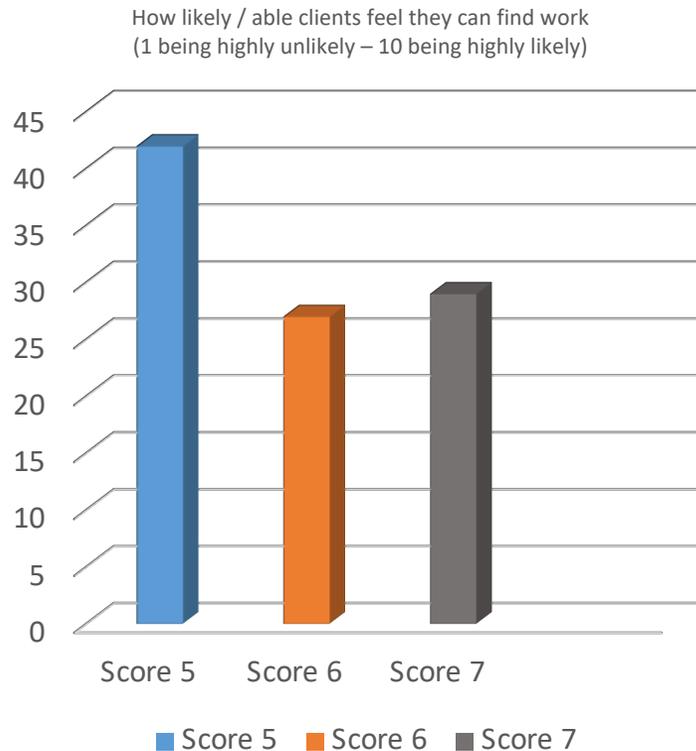
Highest number of enrolments by ward



- Church Street
- Harrow Road
- Maida Vale
- Queens Park

# Barriers to employment

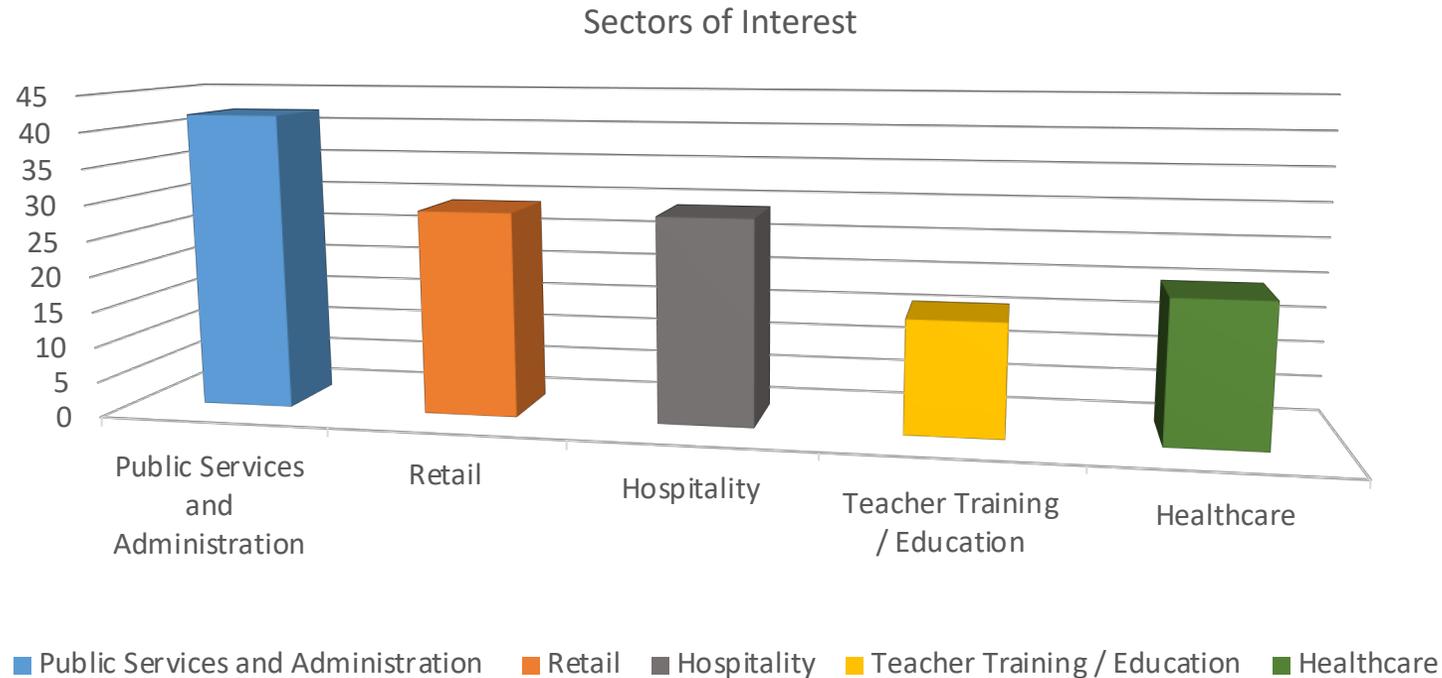
When clients enrol with our Service, the majority of residents feel unsure about whether they actually can find work. The biggest barrier to employment reported by our clients is childcare.



# Career & jobs which our users are interested in

The top 3 sectors / roles which our clients are interested in are Public Services & Administration, Retail and Hospitality /Events Management.

We use intelligence to source the right job opportunities to meet the needs of our clients.



# What our Service users say

From our recent Public Health evaluation, service user feedback was overwhelmingly positive.

- Clients highly value the person-centred approach adopted by our Employment Coaches, who reportedly go above and beyond to support clients with their employment, education and wider needs.
- By contrast, client's experiences of clients that had previously used an alternative employment service were not positive. Service users expressed that it was impersonal, did not tailor jobs to individual's needs and did not provide support with any element of the application process e.g. CV preparation or interview skills.



***'You know the good thing with [the Coach], she's not an officer, she's a friend, you can feel free to discuss with her your situation'***

# 7. Ambition & Plans for 2019

# Priorities

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:

- Deliver additional in-work support for our clients including through 121 support, a discretionary fund and career plans.
- Increasing support available for residents with mental health illnesses and children leaving care.
- Develop our collaborations with Colleges and WAES to deliver a skills & employment offer / pledge to those that need our help the most.



# 8. Sustainability & funding

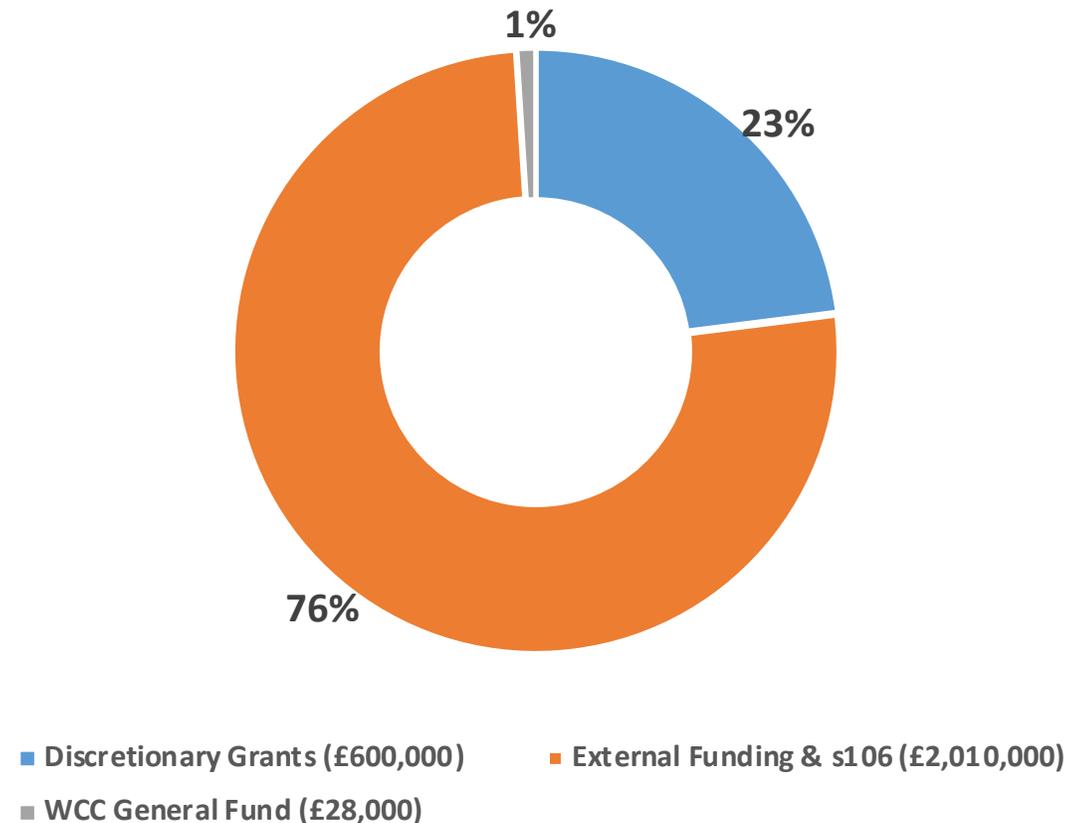
# Overview of our funding

The Service is a discretionary function and the majority of funding is via external funding & s106 and discretionary WCC grants. In 2019/20:

- Funding from 16 different funders in 2019/20
- Only 1% from the General Fund
- No guaranteed income or underwriting agreed

Most of the funding is time-limited and is not re-occurring income. It is vital to our Service that funding supports the Service but doesn't prescribe how we deliver the Service.

Source of Funding 2019-2020



# How we spend our money

The majority of expenditure profiled is in relation to our Coaching function. In 2019, this includes external coaching support via the NHS and Green Jobs projects.

Additional profiled expenditure for 2019 includes for a whole Service Evaluation, in-work support for our clients and a new employer relations team

Our priority in the next year is to seek approval for and to implement revised s106 guidance for developers.

How we spend our money 2019-2020

