

**CITY OF LONDON INVITATION
GET YOUNG PEOPLE WORKING – THE YOUTH OFFER**

Grant Application	London Borough of Hammersmith & Fulham
Title	<p style="text-align: center;">CREATING PATHWAYS PARTNERSHIP</p>
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1. Aims

To reduce the numbers of young people not in employment, education or training in Hammersmith & Fulham.

We will do this through an intense programme of employer engagement, coaching and mentoring support, with the goal of helping 50 NEET young people into jobs or apprenticeships over 2 years.

100% of our beneficiaries will receive coaching, mentoring, careers, educational and vocational advice and guidance.

2. Vision

To make a tangible difference to the lives of disadvantaged young people in Hammersmith & Fulham by improving their employability, skills and opportunities to secure employment.

3. Objectives

To deliver a new and innovative scheme in Hammersmith & Fulham to inspire and support employers to make more local jobs and apprenticeships available to unemployed NEETs (Young People aged 16-24 Not in Employment, Education or Training) in order to deliver sustainable and mutually beneficial employment outcomes.

Significant work has taken place in H&F to address the needs of NEET young people. The key problem identified through consultation, with a range of stakeholders, is employer engagement and commitment to delivering long term employment outcomes for this group of young people.

This proposal will establish a new partnership to tackle this identified gap for NEET young people and create a best practise model of employer engagement.

The Creating Pathways Partnership will build on work already established by linking up the initiatives and ambitions of Westfield London, SpearHead and WorkZone.

4. Background

The Creating Pathways Partners

- **Westfield London** has a high commitment to engaging more effectively with its local communities and particularly young people. It has established the Westfield London Employment and Training Board to ensure it plays an active role in increasing employment prospects for local people and the Board includes representatives from the WorkZone, Job Centre Plus (JCP), SpearHead and key employers.
- **SpearHead** is part of Resurgo Trust, a local charity which seeks to equip unemployed young people for the world of work and create employment opportunities through local businesses. SpearHead already has strong working relationships with a number of employers in Westfield and seeks to place young people graduating from their employment preparation programme, the Spear course, into work.
- **WorkZone** is the London Borough of Hammersmith & Fulham's (LBHF) Westfield funded recruitment and National Skills Academy (Retail) accredited training service. Based on the Westfield London campus and delivered in partnership with, JCP, Ealing, Hammersmith & West London College and Westfield London in order to maximise employment opportunities for residents from the adjacent deprived neighbourhoods. The WorkZone is staffed by secondees from all three lead organisations, works with over 150 retailers at Westfield and fills 350 plus vacancies annually.

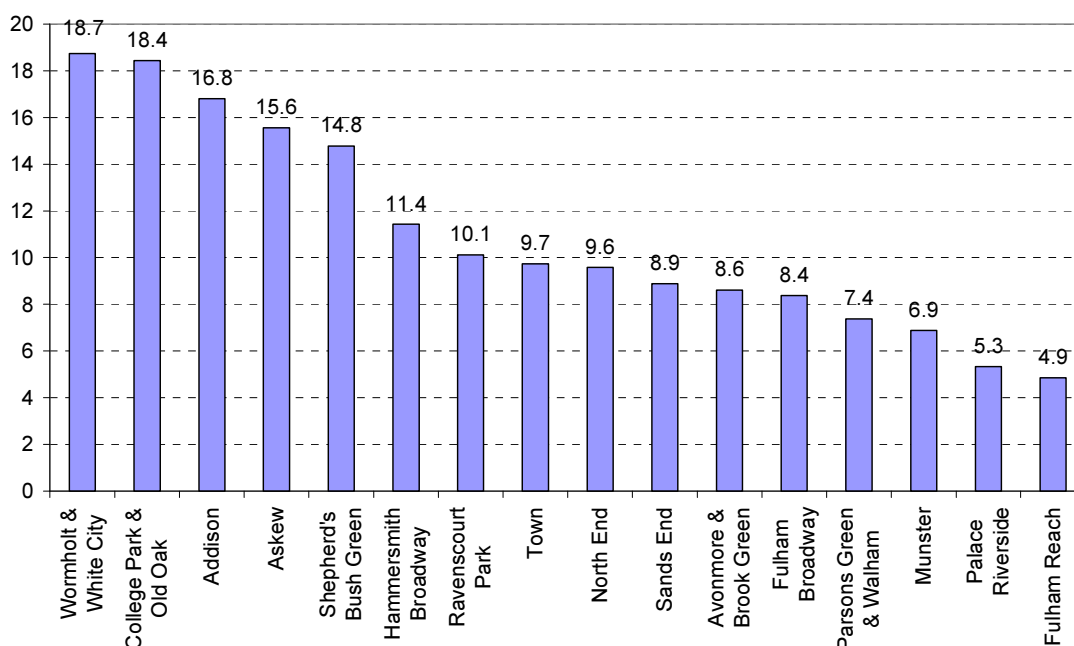
A major challenge affecting NEET employment prospects in LBHF is the local retailers perception that NEET young people are not work ready or not exhibiting the right attitude, skills, reliability or work ethic; and that therefore presenting higher risks to the business.

This proposal seeks to reverse this perception by working closely with employers to demonstrate that successful and sustainable employment outcomes are achievable with local NEETs in a way that benefits all parties and the wider community.

At Westfield London, only 13% of the 8000 employees currently reside within LBHF. This is despite the fact 87% of Westfield's employees are aged between 16 and 34 and many employers prefer to recruit people who are within walking distance of the centre.

The highest NEET populations in Hammersmith and Fulham are in the North of the Borough and within the locality of Westfield London. The most disadvantaged area in Hammersmith and Fulham is the White City and Wormholt area, where 18.7% of the population are NEETs aged 16 to 24. This locality is just 8 minutes walk from Westfield London. Similarly College Park and Old Oak at 18.4% NEETs is just 5 minutes further away. See table below.

The Pockets of High Youth Worklessness in H&F



Source: 16-24 year olds, DWP Mar 12

We have an integrated approach

Young people are supported through Council services and where appropriate referred to NEET service providers in LBHF, such as the Spear course, and employment service providers such as WorkZone and SpearHead to help them progress into employment. If young people have additional needs, such as learning difficulties, disability, or have been offenders, they are referred to appropriate support organisations in LBHF. They are also supported by an employability model for vulnerable people co-ordinated through WorkZone.

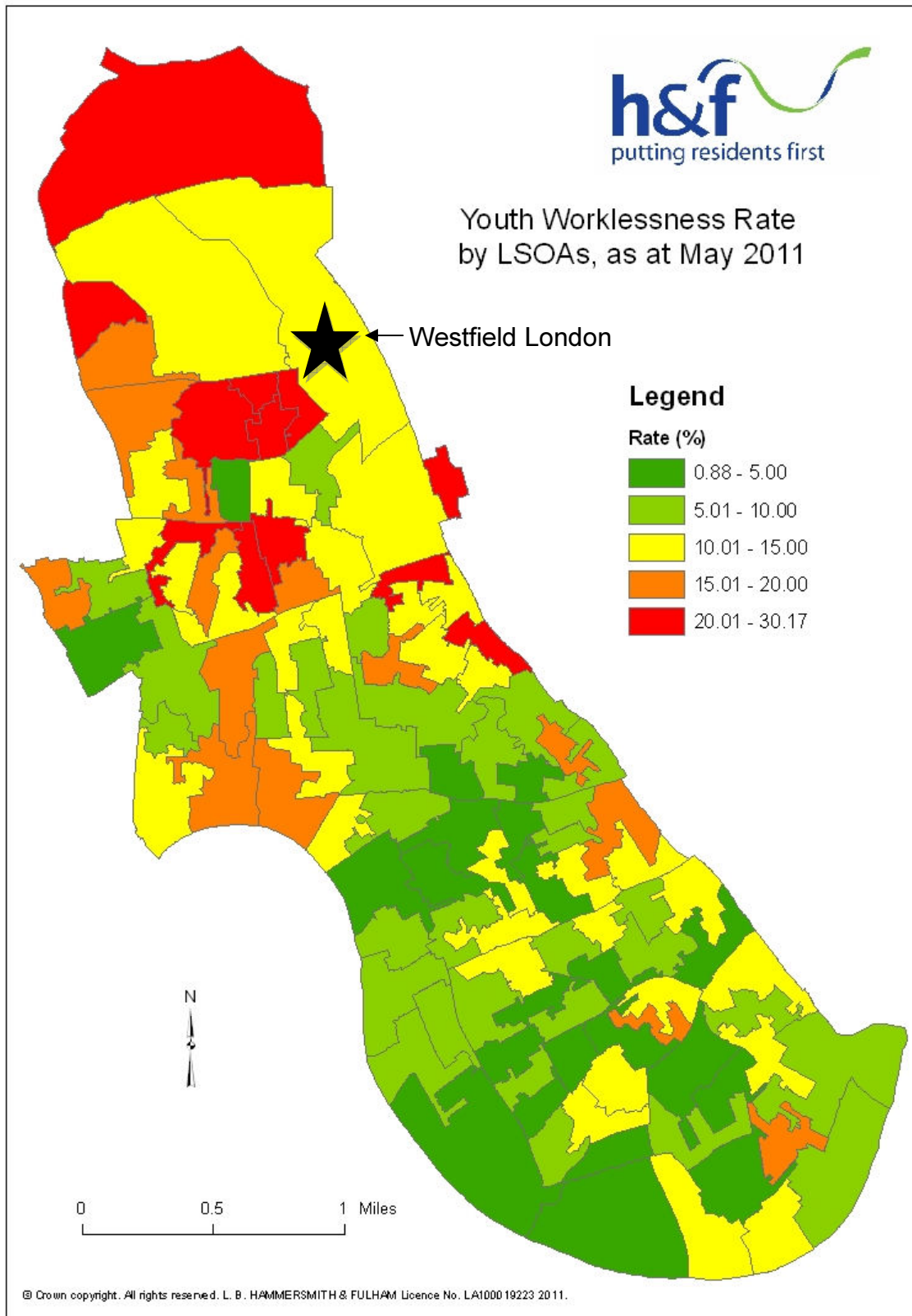
LBHF Children's Services teams work with other services, such as the Regeneration and Economic Development Team to ensure that pathways for young people are appropriate and provide progression routes as well as support.

From September 2013 there will be a shared referral process for all education providers to alert local authority services to a person if they have become NEET.

The Bi-Borough (LBHF and Royal Borough of Kensington and Chelsea) 14 – 19 Adviser works closely with education, training and employment providers to minimise duplication and ensure offers are publicised and integrated. Providers have demonstrated a willingness to develop their provision where appropriate for young people, but recognise they may need additional support for those who are most vulnerable and that this can be offered by external agencies to complement the training and education offer.

SpearHead is one of the key local providers and works across the Bi-Borough area.

The Creating Pathways Partnership will focus on the north of the borough where youth worklessness is the highest and in the closest proximity to Westfield London.



5. The Proposal

To build on existing resources and relationships, and create a strategic partnership between Westfield, local retailers, LBHF/WorkZone, JCP and SpearHead in order to enable employers to make local jobs and apprenticeships available to local NEET young people and deliver sustainable and mutually beneficial employment outcomes.

This will be achieved by:

- SpearHead and WorkZone working in Partnership to place work-ready NEETs prepared and assessed through Spear centres, into entry-level opportunities provided by employers in Westfield; and
- By SpearHead supporting transition into work through intensive specialist coaching with the new recruit and manager through the first 3 to 6 months of employment.

Spearhead's coaches are trained to executive coaching level, are ILM approved, and highly experienced in working successfully with NEETs and employers. Specifically, this proposal creates three new and innovative forms of provision:-

a) In Work Mentoring and Support Tailored to the Employee/ Apprentice

SpearHead will provide 1:1 coaching and mentoring support tailored to each employee/ apprentice to ensure effective 'on-boarding' into work (assumed an average of ten meetings). This will include ad hoc and phone support in addition to face to face meetings.

Employees will benefit through increased self-awareness, confidence, focus and drive, as well as practical help with the demands of attending work, as it is recognised some young people will be the only person working in their household.

Teething issues will be addressed before becoming entrenched, thus also benefitting the employer through improved commitment, enthusiasm, retention and performance.

By liaising with the employee's manager prior to each session, the coaches will facilitate a 360 degree review process.

At the end of thirteen weeks employment, each employee will attend a review meeting with their manager and SpearHead coach to establish targets for their performance and career progression.

b) "Managing Young People" Programme

SpearHead will provide the employer of each NEET with a place on a 50 hour group-training programme in how to better manage the integration, development and retention of their NEET recruits.

Content will include how to coach and build a positive relationship with the employee; how to deliver feedback constructively; how to hold challenging conversations; and how to inspire enhanced performance.

The skills acquired through these courses will have a positive impact on the management teams and organisational cultures of each Westfield retailer represented, and will therefore benefit future as well as current employees/ apprentices.

Follow-up events will be run for the employers within three months of completing the programme to review experience, encourage knowledge sharing and further embed their learning.

c) Alumni Programme

Employees/ apprentices will also be invited to join an alumni group meeting once a month in order to share their experience and challenges; support each other; and receive further training and development.

A flowchart depicting the process for delivering the programme in an integrated way between partner agencies is illustrated in the Process Diagram, on page 16.

6. Key Outputs

- 50 jobs/ apprenticeships for local NEETs over two years with a minimum of 32 (target 40) employment outcomes exceeding 13 weeks (target 12 months).
- 50 managers from local employers trained in how to employ, develop and retain entry level NEET recruits, thus increasing their likelihood of employing future local NEETs.
- Pioneering and publicising a partnership between Westfield, local retailers/ businesses, WorkZone/ LBHF, JCP and SpearHead which can be replicated with alternative employers for multiplied outcomes.
- Creating a model of best practise for employer engagement and development for all 3rd sector organisations involved in NEET support.
- Generating a wider understanding among employers of how to engage, support, develop and retain young people from disadvantaged communities and thereby increasing the ease of placing NEET young people into work for all LBHF providers.

7. Partner Track Record



Westfield London is one of the largest shopping centres in Europe and has a workforce of approximately 8,000 employees. The majority of those working in the centre are employed in retail, with the second biggest occupation group being catering. Around one-in-ten work directly for Westfield London and, together with the services it contracts, occupations include centre management, facilities management, concierge and security.

More men work at Westfield than traditionally seen in the retail sector (48% male: 52% female) and 87% of its workforce are under 34 years old.

In 2007, Westfield London was the one of the first signatories of the London Living Wage, setting a minimum wage higher than the national minimum wage.

A quarter of Westfield London employees were unemployed before getting their jobs. This means that approximately 1,920 previously unemployed people have found work at Westfield London. Nearly a third of 16-24 year old employees were unemployed before starting their jobs at Westfield London. This equates to 1,120 young people finding employment.

Approximately 320 employees had been out of work for over a year before finding their job at Westfield London.

Workforce by age (%)

55-64 - 1%
45-54 - 3%
35-44 - 9%
25-34 - 45%
16-24 - 42%

Westfield London Jobs & Training Advisory Board

The Westfield London Jobs & Training Advisory Panel was established in 2012 to inform Westfield London's efforts to support local employment and training opportunities.

Members of the panel include:

Catch 22; Hammersmith & Fulham Council; Jamie's Italian; Job Centre Plus; Resurgo (Spear/SpearHead); The Phoenix Canberra Schools Federation; The Prince's Trust; TM Lewin; The White City Residents Association; Waitrose; Westfield London; Work Zone.

SPEARHEAD

A RESURGO EMPLOYMENT INITIATIVE

Since 2004, Resurgo Trust has developed a strong track record of achieving significant attitudinal change and successful EET outcomes amongst the 1500 young people it has supported through Spear and SpearHead.

Spear is a highly effective, indeed award-winning coaching programme working with NEETs aged 16 to 24. Its six-week training course addresses the prevailing issues undermining the potential of young people to succeed in the workplace. To date, over 75% of those graduating from Spear enter work or education and are still there a year later.

Spear aims to ignite a '**vision of the possible**' in unemployed young people, to build their confidence and ability to effect life changing choices and to develop their leadership potential within their local neighbourhoods.

Spear has consistently delivered excellent employment outcomes for NEETs in LBHF as is illustrated through the results achieved during 2011-1012 below:

Spear Course Jan 2011 - Dec 2012	
No. of places open to NEETs from all boroughs	510
No. of enrolled NEETs from H&F	330
No. of Spear graduates from H&F	242
% of Spear graduates from H&F in employment, education or training a year after completing the Spear course (of known graduates)	78%

SpearHead leverages Spear's coaching expertise to equip businesses in successfully recruiting, developing and retaining NEETs. SpearHead has supported a wide variety of employers over the last two years and has recently been approached by Westfield to help deliver positive and sustainable job outcomes for LBHF residents and its retailers.



The LBHF Economic Development, Learning & Skills team works to promote economic prosperity and wellbeing to borough residents and businesses. It delivers a range of employment support services to help people from disadvantaged backgrounds into work. Services particularly directed at young people include apprenticeships within the council.

The LBHF corporate business admin apprenticeship scheme has to date seen 58 apprentices successfully complete the programme with 82% of those progressing to sustained employment opportunities or higher education.

The programme has been developed with staff across all departments within LBHF and across the Tri-Borough, particularly in partnership with the 14-19 Advisers from the Children's Services Department and the Tri-Borough Education Business Partnership.

Unpaid work experience opportunities at LBHF are also offered to residents who are over 16 years old, disabled, long term unemployed or returning to work after career breaks. The 13 week placement allows the volunteer to work in an admin/entry level role with the council for up to 16 hours a week, giving them flexibility to develop skills and real work experience in a workplace environment.

Additionally the economic development team supports a number of 3rd sector organisations delivering employment support to young vulnerable people. A key programme here is a jointly funded LBHF & ESF £2million fund delivered by RAISE, which is made up of fifteen 3rd sector partners such as Spear, Gingerbread, Prince's Trust, H&F Volunteer Centre and H&F Action for Disability.

The RAISE partnership will deliver a range of employability services to vulnerable groups including young people. They will address the most common causes of underachievement, such as the absence of motivation and focus on opportunities, life skills, and job search skills as well as the need for information advice and guidance, qualifications and opportunity.



The LBHF WorkZone at Westfield London works to place people from disadvantaged backgrounds into retail and hospitality work in Westfield.

Services are delivered by a team of training advisers and job brokers drawn from directly employed LBHF staff, including one apprentice, staff from the local college EHWLC and staff from JCP.

Team meetings are held with Westfield London twice a month and include strategic direction from LBHF Economic Development team.

WorkZone was officially opened in September 2009 delivering recruitment services and skills training to local residents and businesses across the borough, with a focus on the White City Opportunity Area.

To date, it has successfully placed 698 people into jobs working with over 150 employers and trained 357 people in sector based training leading to job opportunities.

Information advice and guidance has been delivered to over 1,469 people with CV support, job search and coaching for interviews.

WorkZone is currently working in partnership with Westfield London and Apprentice1st (<http://www.apprentice1st.com>) to create apprenticeship employment opportunities and Creating Pathways Partnership will also complement that activity. That apprenticeship programme is due to be launched in March 2013.

8. Budget

The bid will be delivered over a 2 year period at £50k per year. **Application is for a total of £100k.**

Activities	Year 1	Year 2
Pre-employment coaching and mentoring of NEET young people. Identification of young people for the Westfield programme.	Free*	Free*
In-work support for NEET young people 50x 20 hours 1:1 coaching = 1000 hours @ £50 per hour (discount of 33.3% against costs)	£25,000	£25,000
Employer development 50x 50 hours group coaching = 2500 hours aggregate @ £20 per hour (discount of 60% against costs)	£25,000	£25,000
Alumni Programme - peer groups and events (est. 2 coaches x 3 hours per month @ £50 per hour)	Free* (value = £3,600)	Free* (value = £3,600)
Employer engagement marketing effort (est. 2 hours engagement per business @ £50 per hour)	Free* (value = £5,000)	Free* (value = £5,000)
Account Management (est. 2 hours account management per business @ £50 per hour)	Free* (value = £5,000)	Free* (value = £5,000)
TOTAL	£50,000	£50,000

* Free to the Partnership. Costs will be met by existing activities through Spear and targeting of additional resources through SpearHead.

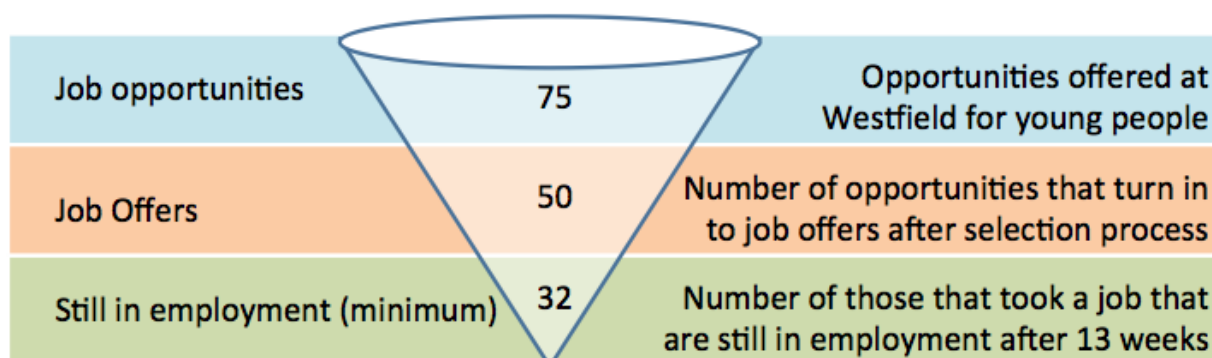
9. Sustainability

Participating businesses will be invoiced for SpearHead's services, but their bills will be discounted to zero in order to create an understanding of the value of the programme.

At the end of the programme, this will help pave the way to sustain NEET employment outcomes by offering services to employers on a social enterprise model and charging a fee for successful outcomes.

10. Monitoring and Evaluation

SpearHead will report on a quarterly basis based on the following pipeline:-



The Creating Pathways Partnership will report in to the Westfield Jobs and Training Advisory Board, chaired by Emma Hindes, General Manager at Westfield Shoppingtowns Ltd. The Board meets on a quarterly basis. Membership of this Board is listed above on page 8.

More regular performance monitoring and progress reviews will take place through the bi-monthly Westfield & WorkZone Partnership Team meetings, chaired by Ciara O'Reilly, PR & Community Manager, Westfield Shoppingtowns Ltd. Team members include: Ingrid Hooley, Employment Opportunities Officer LBHF; Kam Babrah, WorkZone Manager on secondment from JCP; Clare Edgson, Apprenticeships Manager LBHF; Emily Perkin, SpearHead Director; Colette Burke, Training Adviser, WorkZone on secondment from Ealing Hammersmith and West London College; and Lynne Thorne, Sales Manager at Apprentice1st.

The project activities will be planned, managed and delivered through a qualified and experienced Project Manager, within SpearHead and reporting to Emily Perkin.

The Creating Pathways Partnership will develop a delivery plan, including SMART targets and milestones, plus a strategic marketing plan, and through the project manager review performance against profile, success and quality; and evaluate the project on an on-going basis.

The Project Manager will produce a monthly progress report for the Partnership and will use a traffic light (Red/Amber/Green) system to record performance/progress. This will be communicated to Westfield and LBHF via the Partnership Team Meetings and at the Quarterly Board Meetings.

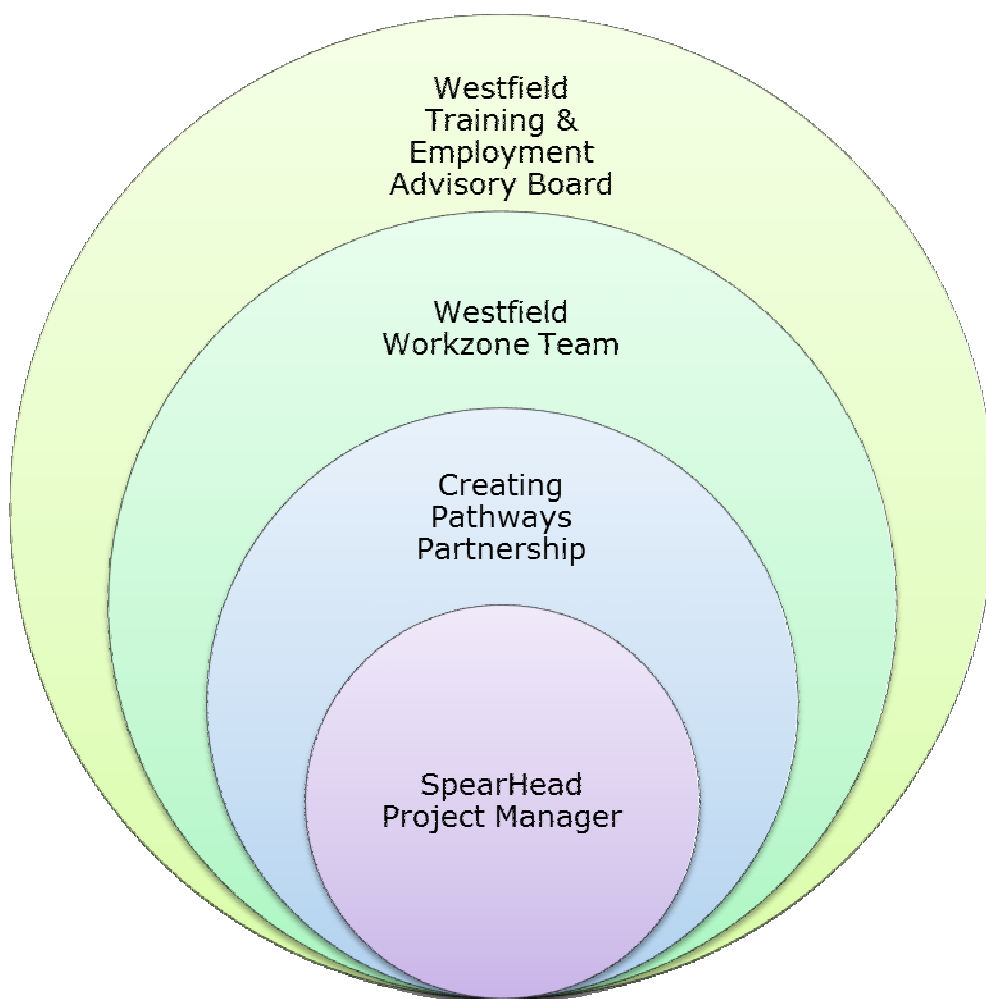
It will also be sent monthly or as required to the City of London Corporation and the City Bridge Trust. Approved documentation and administrative processes will be used in recording activity. Quality of delivery against specification will be monitored by the Board to ensure a uniformly high level of service and will ensure provision is responsive to the needs of workless residents and employers. The Board will be responsible for developing and implementing activity where required. Initial project planning will be undertaken using recognised project management

techniques to establish critical milestones to be monitored during delivery. The project will be monitored and evaluated quarterly to identify what works as part of the project's delivery plan.

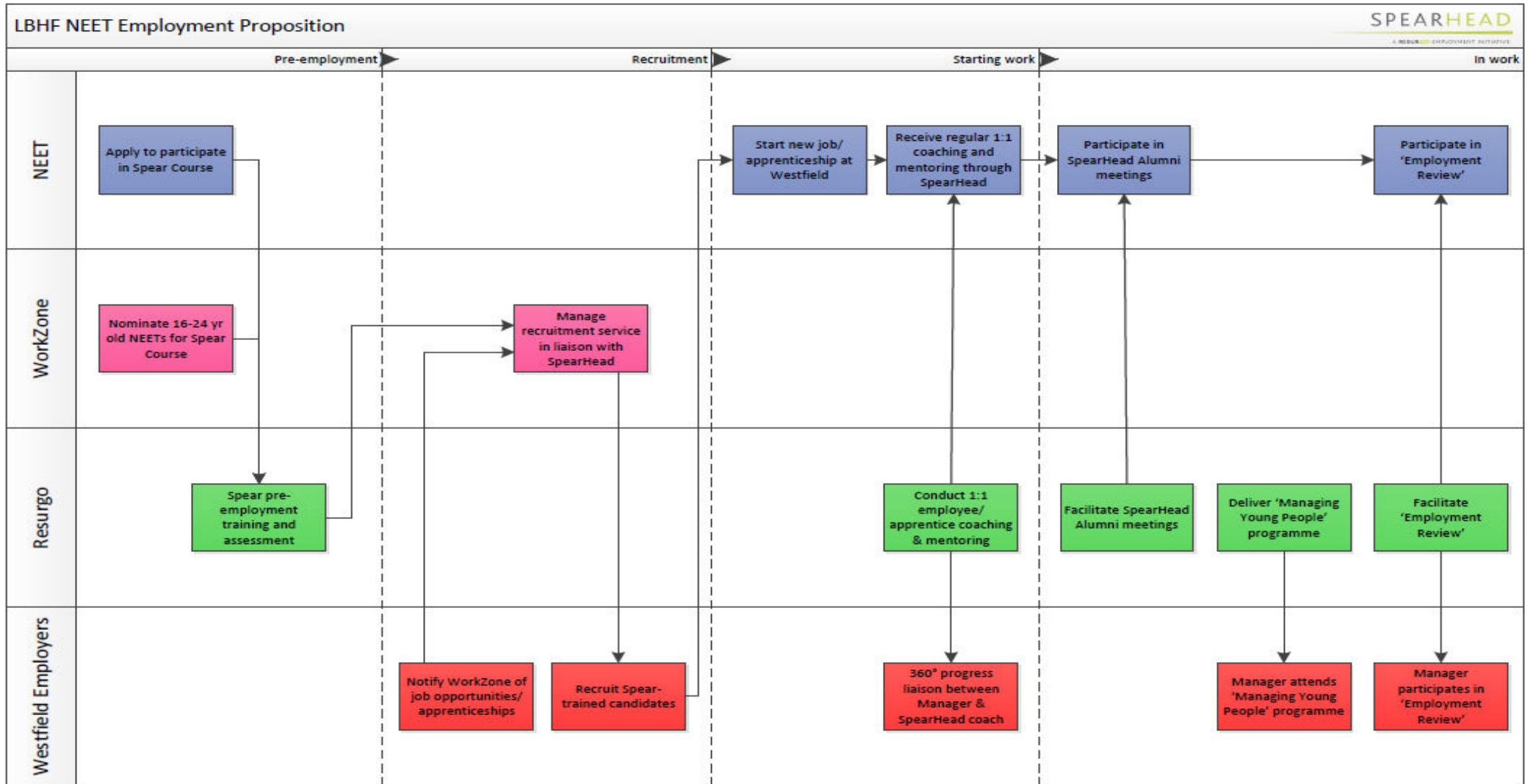
To inform evaluation and ensure quality of provision, evaluation will be based on quantitative performance data combined with analysis of participant/employer questionnaires, customer complaints/comments and delivery staff feedback.

Case studies will also be provided on a quarterly basis or as required by the funding body.

On-going evaluation will contribute to a Creating Pathways annual report and final project report.



11. Process Diagram



12. Supporting Documents

- Raising the Participation Age Plan - Bi Borough LBHF & RBKC.
- Spear Course Leaflet
- SpearHead Brochure
- Resurgo Report and Financial Statements 2011
- Resurgo Case Studies
- Spear Annual Report to LBHF Dec 2011
- Spear Annual Report to LBHF Nov 2012