

Getting London Working

A 10 point plan to improve employment provision



LONDON
COUNCILS



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01 introduction

Since the recession began, London's job market has been relatively resilient. The number of jobs in London's economy has grown and exceeded five million for the first time in its history.

However, unemployment in the capital remains unacceptably high and rates of long-term job seekers are increasing.

London Councils wants all Londoners to benefit from the capital's ability to generate jobs. This means designing programmes of support that meet the needs of individual job seekers and get them job ready and back to work.

In London, up to £8 of every £10 spent on employment support funds programmes that are designed and delivered according to national guidelines. Some of these programmes are not reaching their minimum expected performance levels and mainstream employment programmes are not performing as well as London Councils would like.

Change is needed.

The evidence in this report shows clearly that the best results come from designing programmes locally. At present, national models of employment support are delivering in the region of 4 per cent success; locally designed programmes are achieving levels of 25 per cent and more.

Our 10 point plan sets out immediate, medium and long term recommendations that move towards a funding model that gets more Londoners back to work. In this new model, £8 out of every £10 is delivered and commissioned according to local need.

London's labour market and employment support in the capital



The challenges for London's labour market

High Unemployment: The number of jobs in London's economy has exceeded five million for the first time in its history¹; however a proportion of Londoners are still struggling to find work. Figure 1 (on page 5) shows that London's employment rate has consistently trailed the rest of the country's². At only 70.3 per cent (1.2 percentage points below the UK rate) employment levels in London are among the lowest of the UK regions. Furthermore, all measures of worklessness: ILO unemployment³, claimant count unemployment⁴ and economic inactivity⁵, are higher in London than the rest of the UK.

1 London Skills and Employment Observatory, (2012) The London Story 2012. Online: http://lseo.org.uk/sites/default/files/downloads/the-london-story/London_Story_Dec2012.pdf

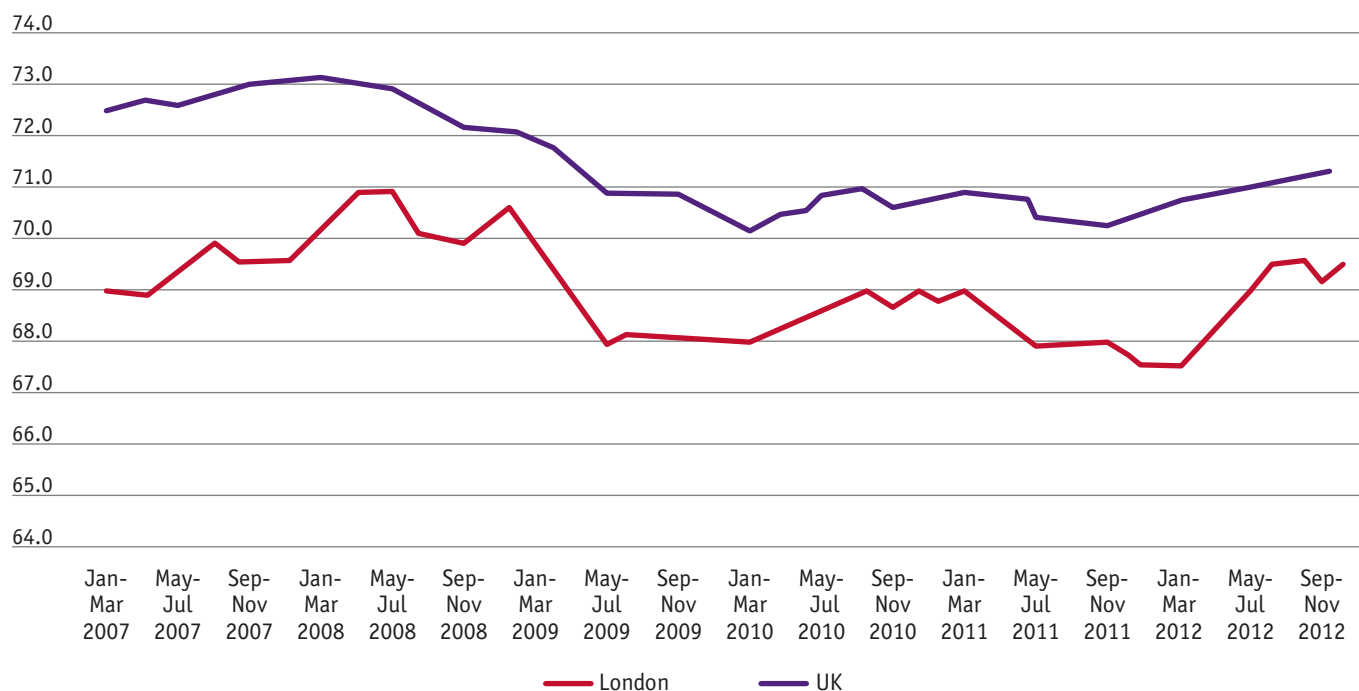
2 London Skills and Employment Observatory (2013,) Latest London Region Data. Online: <http://lseo.org.uk/data/london-data>

3 ILO unemployment is measured by a quarterly survey and defines the unemployed as those who are out of work, have actively sought employment in the previous four weeks and are available to start a job in the next two weeks.

4 Claimant count unemployment is the number of people who claim Jobseeker's Allowance (JSA). The ILO measure of unemployment includes people who claim JSA and others who do not.

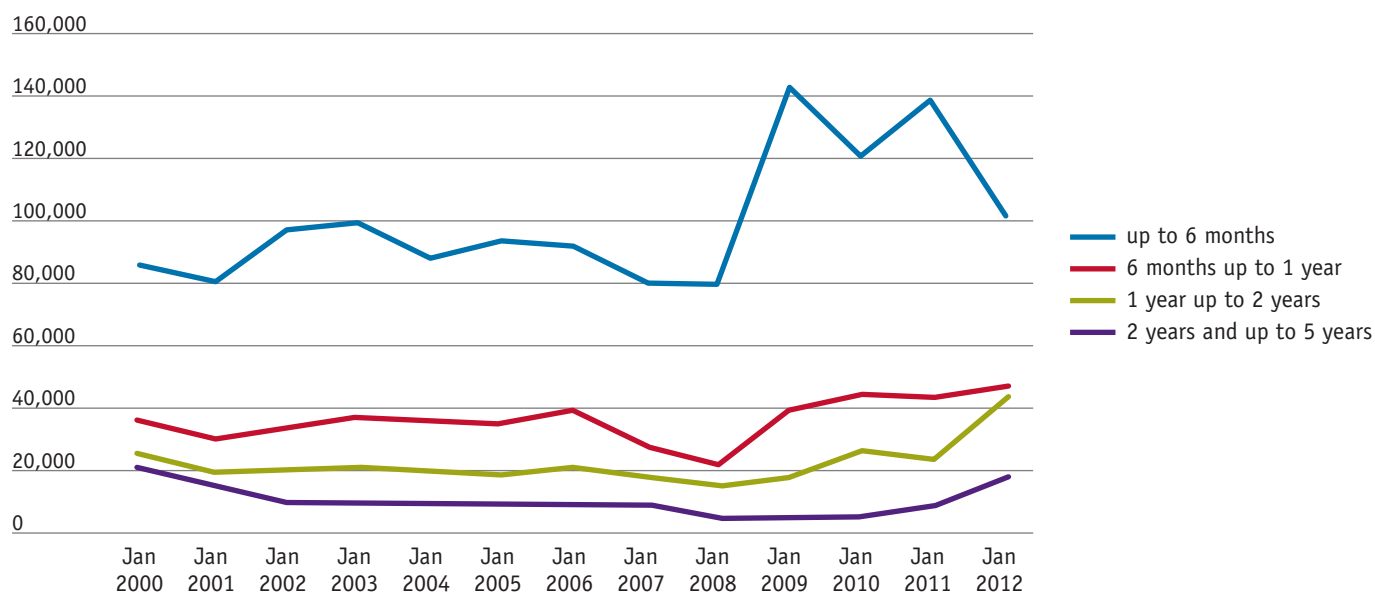
5 Economic inactivity captures the number of people who are not deemed immediately available for work and includes students, people out of work due to long and short sickness and those looking after their home or family

Figure 1: Employment rate (working age) %



Growing levels of long term unemployment: While the number of people claiming Job Seekers Allowance (JSA) is falling for short term claimants (six months), it is increasing for those claiming for one year and longer. Figure 2 shows fewer people claiming JSA for up to six months and an increase in longer term claimants⁶, specifically those claiming for between one and five years.

Figure 2: JSA Claimant Count from May 2000 - May 2012 in London



⁶ ONS (2013) Claimant Count Statistics. Online: <https://www.nomisweb.co.uk/>

There are a number of reasons for this relatively poor performance:

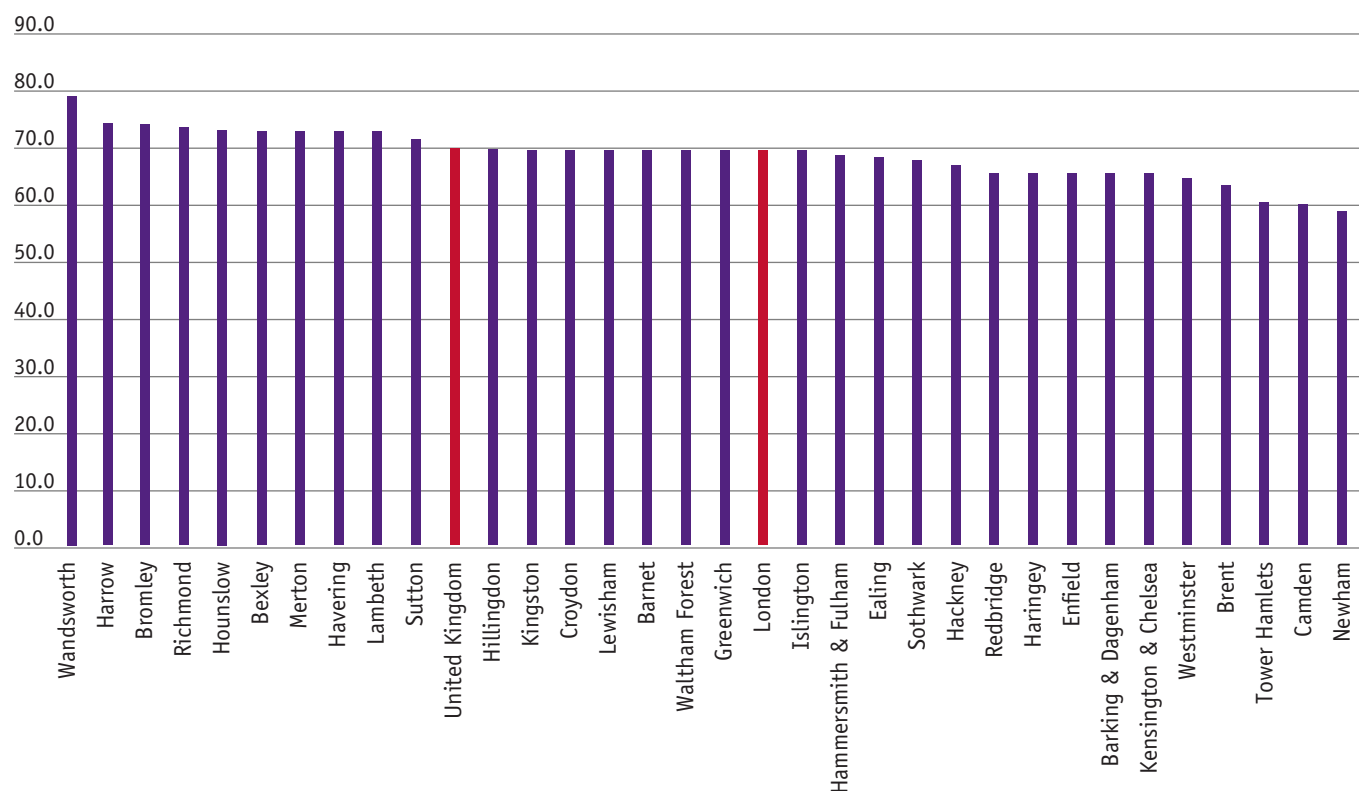
Intense competition for jobs: As a global city, London not only attracts talent from across the UK, but also internationally. Many new arrivals are happy to compete for entry level vacancies. A large number of Londoners, 33 per cent, have low skills (below NVQ2)⁷ and this, combined with increased competition, means some Londoners are crowded out of the entry level labour market.

Weaker work incentives and support programmes: For some residents working in low paid jobs or part-time employment there is less of an incentive to work, due in part to the high costs associated with living in London. In addition, programmes designed to help people find work have been less effective in London relative to the rest of the UK, compounded by higher costs of delivery and tougher labour market competition⁸.

Lack of integration between London's skills system and the needs of business and employers: The government has introduced a 'demand led' approach to adult skills provision. This means colleges and training providers can offer what courses they want, so long as there is demand for them and they meet funding criteria. This does not always lead to the best employment outcomes for Londoners. There needs to be a closer match between business and community needs and the training offered by London's skill providers to ensure Londoners have the right skills to get a job.

Diversity of London's labour market: There are some common challenges that all boroughs in the capital face. However, the levels of employment and unemployment vary widely and the different needs of local groups must be considered. For example Newham, at 57.1 per cent, has the lowest employment rate, compared with Wandsworth at 76.9 per cent. (See figure 3)⁹. Furthermore, different types of employers require different skills sets and local groups of residents will require different types of support dependent on their needs and circumstances.

Figure 3: Working age employment rate by borough



7 Krasnowski, K. and Vaid, L. (2012) Right Skills, Right Job, Centre for Social and Economic Inclusion

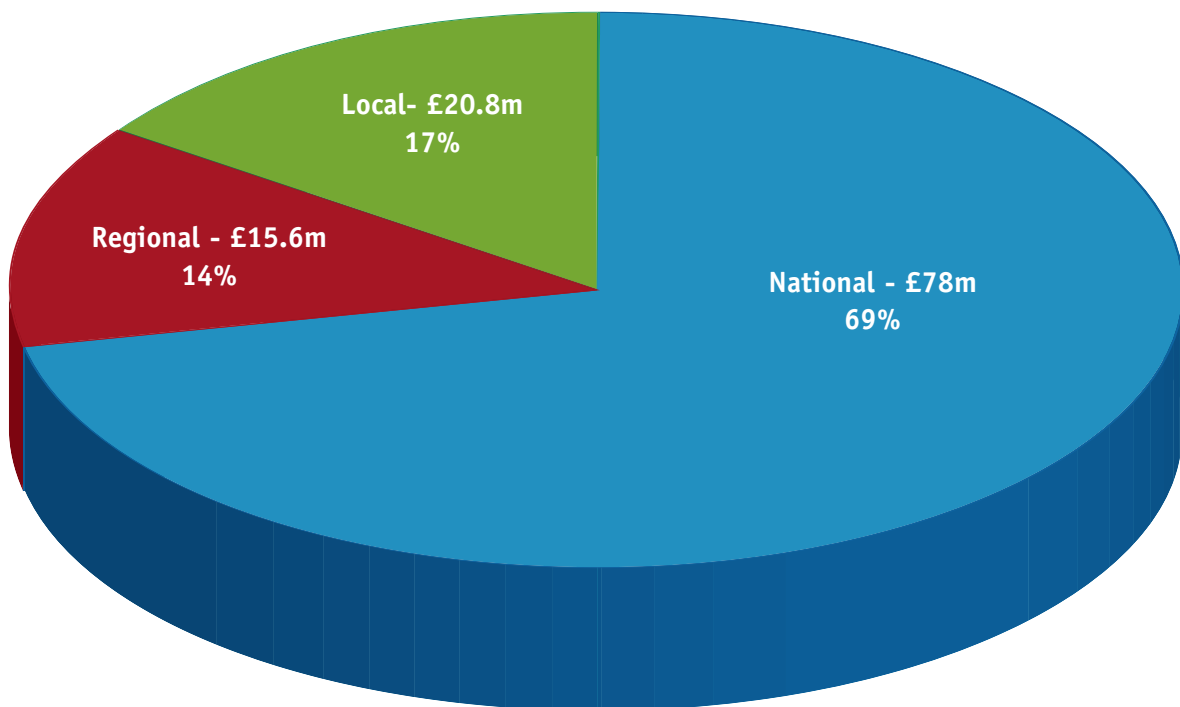
8 Ibid.

9 Annual Population Survey, April 2011-Mar 2012 (via Centre for Social and Economic Inclusion)

Employment support in London

The government has made moving unemployed citizens into work a priority. Its policy is based on a clear expectation that there should be a step change in the delivery of Welfare to Work support, with much greater emphasis on tailored personal support and results. London Councils supports these principles. There is significant national investment in employment support in London (an estimated £78 million per annum¹⁰) and a number of mainstream employment programmes to help people get back to work. Figures 4 – 7 break employment support into national, regional and local programmes and show estimated annual cost for each. (Further information on the details and performance of each programme can be found at appendix 1.)

Figure 4: Scale at which employment programmes are commissioned in London



¹⁰ Krasnowski, K. and Vaid, L. (2012) Right Skills, Right Job, Centre for Social and Economic Inclusion (figure excludes Skills Funding Agency spending)

Figure 5: Breakdown of spend on national employment programmes per year in London (£M)

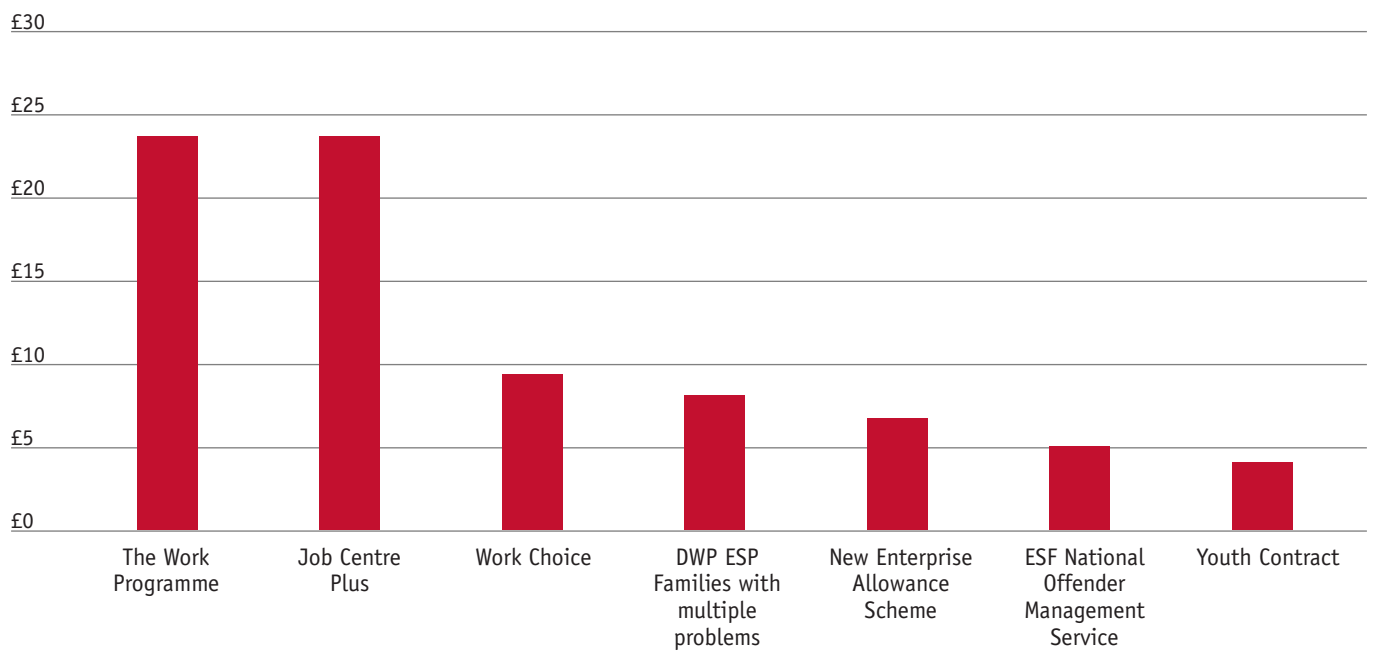
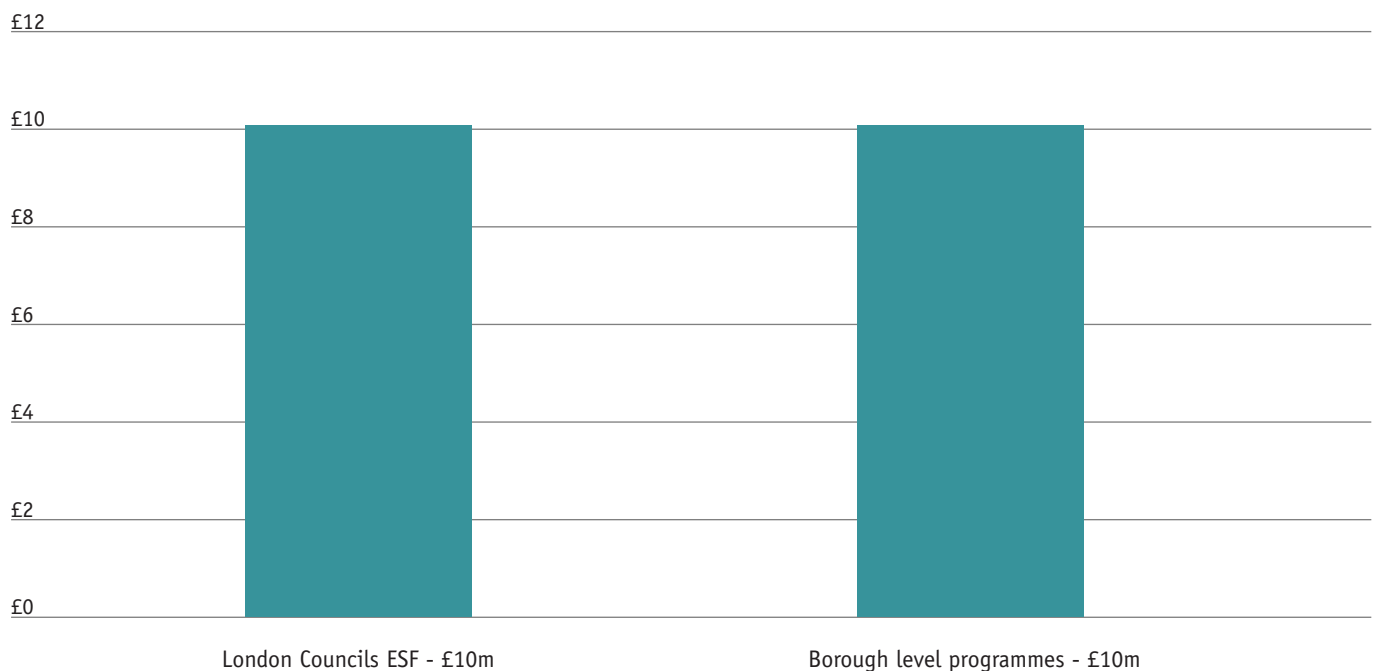


Figure 6: Breakdown of spend on regional employment programmes per year (£M)



Figure 7: Breakdown of spend on local employment programmes per year (£M)



(NB It is difficult to separate out spending on different local programmes. CESI estimates suggest that £10 million is spent by boroughs on employment provision. This is likely to be an underestimate)

In London there could be as much as £8 in every £10 spent on employment programmes designed according to national guidelines¹¹. With this level of spend on programmes that are commissioned and managed nationally it is vital they deliver value for money for local people. Some principles of the government's employment provision are welcome:

- Black box approach – The Work Programme and other employment contractors have been free to design their programme activity to secure the maximum number of sustained jobs. This freedom should encourage innovation.
- Payment by results – It is right that private sector companies are paid on delivery of outcomes rather than upfront. This reduces risk on public money and encourages support which leads to sustained job outcomes.
- Personalisation – A focus on personalised tailored support which meets individual needs should result in improved job outcomes and better experience for individuals accessing employment support.

However, there are ongoing concerns with performance levels of nationally commissioned programmes. With long term unemployment currently on the increase it is critical for Londoners and employers that these performance issues are addressed.

¹¹ Krasnowski, K. and Vaid, L. (2012) Right Skills, Right Job, Centre for Social and Economic Inclusion (figure includes Skills Funding Agency spending and includes 'The Day One Support for Young People trailblazer' which is being delivered regionally but is a national programme.)

concerns with national employment provision

Embedded locally

Studies into employment provision¹² suggest that programmes that deliver personalised, tailored, local support will achieve better outcomes in attaining sustained employment for individuals. While the government has made this an ambition of its employment programmes, it is not translating into practice. Planning at a national level for local circumstances is not providing the best outcomes for local people. In comparison, boroughs are well placed to understand the needs of local people to access the labour market (for example, language support) and the needs of the labour market from their workforce (for example, skills). Therefore engagement between employment support providers and boroughs should be improved. London Councils research in June 2012 found that engagement between Work Programme Prime providers and boroughs was patchy, with boroughs' perceived influence on the Work Programme extremely low¹³. This is missing an opportunity to develop a coherent, effective employment offer for local people. Boroughs have limited mechanisms to align related local services to national employment programmes such as childcare, housing and physical and mental health services. In comparison, locally designed employment support that is designed with boroughs, for example London Councils' and the GLA's ESF programmes, have been more successful. This is because they are rooted locally and can respond to local needs effectively.

Payment structures

The Public Accounts Committee has found that *'Early evidence suggests that the Work Programme is failing those claimants who are hardest to help, despite the differential payment arrangements intended to incentivise providers not to neglect this group. Results for these claimants (those claiming Employment Support Allowance) were worse than performance for the easier to help claimants (on Jobseeker's Allowance). Research suggests that the hardest to help are receiving a poor quality service, with providers focusing on the easiest to help'*¹⁴. There is some emerging evidence that those who are hardest to help are being parked with minimum support, and therefore little prospect of moving into work'. While, to an extent, it is to be expected that results for ESA claimants would be worse than those claiming JSA (as they are further away from the labour market), the performance for ESA claimants fell even further below the required minimum performance levels set by DWP, which took into account the challenges associated with supporting this harder to help group. This is in part because harder to help clients are being 'parked' and not receiving the support they need. Furthermore, in some cases the payment structures have resulted in local charities and social enterprises, who are often specialists in dealing with the hardest to reach clients, withdrawing from the programme. Infrequent referrals and lack of support with upfront costs have been cited as reasons for this problem. While in general payment-by-results is a model that can deliver value for money to the tax payer, more needs to be done to protect local specialist employment providers from some of the risks associated with this structure. Failure to do this will mean the hardest to help clients will not receive the specialist support they require. Further work is needed from DWP and the Prime providers ('Primes') to explore how they can ensure these providers remain a vital part of employment support for Londoners.

12 For example Theodore, N. and Peck, J. (1999). 'Welfare-to-work: national problems, local solutions?' Critical Social Policy. Issue 19, Number 485, pp. 485 – 509.

13 Based on rating from 1 (no influence) to 5 (very influential), the average ranking by boroughs was 1.6

14 Third Sector Research Centre (2013) 'Does sector matter? Understanding the experiences of providers in the Work Programme'.

Complexity

One of the aims of the Work Programme was to simplify provision. The Work Programme and Jobcentre Plus (JCP) offer support for unemployed Londoners from the first day they make a benefit claim. Within the first 12 months of unemployment, clients work with JCP before being mandated onto the Work Programme if unsuccessful in their job search. This should make it easier for clients to understand the support they can receive and for employers with vacancies to know where to find suitable candidates. However, subsequent programmes of support, such as the Youth Contract and Day One Support Trailblazer, have made the landscape increasingly complex and job seekers may struggle to navigate the range of support programmes available. The London Borough of Enfield recently identified 19 different employment programmes operating locally. Multiple programmes mean a variety of referral routes, leaving boroughs with an unclear picture about the support their residents are accessing. This can lead to overpayment for outcomes, high levels of deadweight, double funding and duplication of provision. Furthermore, employers are faced with an array of organisations trying to fill their vacancies; this can deter employers from engaging with public sector employment support. A more coherent offer for employers – to help design and engage with employment programmes – would reduce multiple approaches and improve the experience of those with job vacancies.

Data sharing

DWP has stringent rules surrounding the ability of different organisations involved in employment support to share data. Recent moves from the department to make data sharing on individuals – especially in relation to the benefit cap – are welcome. However, increased freedoms to share data, particularly on programme performance and with providers, would make it easier for boroughs to build trust and effective partnerships at a local level. Ultimately boroughs require data sharing protocols that allow them to understand the other local services individuals may be accessing and the performance of employment provision to help provide the best integrated packages of support for their residents.

Local employment programmes in London

The system could operate a lot better for both individuals seeking work and employers and provide better value for money for the taxpayer. We want employment programmes to be more responsive to local circumstances and draw upon the knowledge and expertise of London boroughs and the services they already provide; specifically:

- A track record of delivering effective employment support programmes individually or as groups of boroughs. The North London Pledge, based across four London boroughs, was commissioned and delivered locally. It got 26 per cent of referred clients into work for six months or more. It was working with a similar client group and over a similar period to the Work Programme that achieved only 3.6 per cent of referred clients into work for six months or more (see table 1).
- Excellent links with local employers and developers.
- A track record around service innovation for example early work around families with multiple problems.
- Integrated delivery of services that can help people in their journey back to work, particularly those with complex needs for example integrated drug and alcohol teams; provision of childcare; housing support.

Table 1: Comparison of North London Pledge and Work Programme

	North London Pledge	Work Programme
Period for data capture	Feb 2010 – July 2011 (15 months)	June 2011 – July 2012 (13 months)
Annual cost at London level	£16.5 million (scaled across 33 London boroughs)	£24 million
Wider Economic Climate	Recession	Recession
Target group	Longer term claimants (6 months)	Long term claimants (12 months)
Delivery model	<ul style="list-style-type: none"> • Locally designed • Locally commissioned specialists deliver programme • Residents engaged through single points of access in neighbourhoods, public and community settings • Information advice and guidance and action planning setting out agreed pathways into employment including skills development, work trials and placements. • Partnerships with local health providers for long term claimants with health needs. 	<ul style="list-style-type: none"> • Nationally designed • Nationally commissioned Prime providers commission and deliver services on Contract Package Area basis (groups of 16 boroughs) • Residents mandated to work with one Prime. The process of engagement with residents varies dependent on the Prime. • Aim to treat clients as individuals and provide a personalised service • No obligation to build partnerships with local organisations – although a number of Primes have started this process.
Sustained jobs (6 months) from programme starts	26 per cent	3.6 per cent

(Appendix 1 has information on some of the other successes of local employment provision)

a new model for employment provision in London

In London, as much as £8 in every £10 of employment support is designed and commissioned according to *national* guidelines¹⁵. The government feel that national employment programmes are working. But if the next data return on flagship programmes, such as the Work Programme, shows poor performance then a fundamental change is needed. The following 10 point plan outlines immediate, interim and long term recommendations to move towards an ideal model in which funding is reversed and £8 in every £10 of employment support is delivered and commissioned *locally*. We think this will provide the improvement in performance that is needed for local people.

Immediate Actions

- 1. DWP should reconsider data sharing rules regarding employment provision.** Currently there are constraints on providers' ability to share jobseeker data with local authorities. Sharing data on jobseekers would enable local authorities and providers to identify DWP customers that councils also engage with regularly, making it easier to coordinate support for them. London boroughs recognise DWP concerns around official data and data relating to individuals. However, management information that aids the design and delivery of employment support should be shared among professionals at all levels. This would enable more informed discussions between providers and local authorities about opportunities for aligning and co-commissioning services by providing a clearer picture of demand for services in different localities. Boroughs need a clearer idea on who in their area is accessing employment support, what types of benefits they are claiming and what provision is working. London Councils is keen to facilitate discussions between DWP, Employment Support Providers and boroughs regarding new rules on data sharing.
- 2. BIS, GLA and DWP should provide a commitment to meaningful local engagement on the design of 2015 – 2020 European Social Fund (ESF).** It is extremely difficult for ESF provision via national Co-Financing Organisations (CFOs) to be responsive to city-wide or local level circumstances. Often these national providers cannot share performance data at a regional level. The Mayor and DWP should work closely with London Councils to develop an agreed London-wide ESF Framework to set priorities for all ESF programmes. Furthermore, each CFO programme should be co-designed with London Councils and groups of boroughs. DWP should consider devolving ESF to a coalition of the Mayor of London, London boroughs and business.
- 3. Prime providers should sign-up to London Councils' suggested minimum engagement levels.** London Councils has been trying to encourage Prime providers to work more closely with boroughs since the start of the Work Programme. Good progress on this has been made and a paper outlining 'minimum engagement levels' expected from Primes has been drafted. DWP should support this paper and encourage all Primes to sign-up and uphold these minimum levels of engagement. Primes must continually engage with boroughs in a structured way to ensure provision meets the needs of local residents.
- 4. DWP should devolve 'DWP ESF Families with Multiple Problems' underspend to groups of boroughs.** Because the DWP ESF Families with Multiple Problems project has not achieved the results it was expecting

¹⁵ Krasnowski, K. and Vaid, L. (2012) Right Skills, Right Job, Centre for Social and Economic Inclusion (figure includes Skills Funding Agency spending and includes 'The Day One Support for Young People trailblazer' which is being delivered regionally but is a national programme.)

there will be underspend in the budget. This should be devolved to groups of boroughs to design a local service that meets the needs of the families this programme was intended to support. These are families boroughs are already likely to be working with and will understand the challenges they face. Boroughs are also well placed to understand the specialist provision from voluntary and community sector (VCS) organisations available in the local area and match this to the needs of the ‘families with multiple problems’.

Interim Actions

- 5. DWP should hold failing providers to account.** The next set of performance data on the Work Programme will be published in May 2013. This should give the DWP a better idea about companies that may go out of business, or providers that should have contracts terminated. The Public Accounts Committee has urged the department to prepare specific contingency plans should failure occur. In cases where contracts may be terminated, we would encourage DWP to think radically and consider the devolution of these contracts to groups of boroughs or co-commission new contracts jointly with boroughs and place an obligation on incoming providers to work alongside boroughs when sub-contracting and designing support.
- 6. JCP should devolve or co-commission the flexible support fund.** The JCP’s flexible support fund is a vital tool in commissioning support to address gaps in provision between partners working on employment support in a local area. We would recommend that JCP considers co-commissioning this fund with London boroughs where appropriate. This would ensure best use of resources for local people.
- 7. Future ‘families’ programmes should be designed and delivered locally.** Any future programmes that involve a holistic ‘family’ response to employment support should be designed and delivered locally. Boroughs are likely to already be engaged with these families, be working with specialist VCS organisations, and have the expertise and links to best support them.
- 8. Ambitious, outcome driven and clear Service Level Agreements should be drawn up between boroughs and JCP.** The JCP in London has been proactive in initiating Service Level Agreements (SLAs) with all London boroughs. These documents will set out shared targets in relation to reducing claimant rates and an action plan for delivery. We will be encouraging London boroughs to engage in this process as a welcome tool in joining up thinking around employment at a local level. We encourage JCP and Primes to be ambitious in the development of these agreements, while remaining locally focussed and demonstrating tangible pathways about how the targets will be achieved. As the roll out of SLAs will be phased, London Councils will facilitate best practice and learning on their development.
- 9. Design local provision for Work Programme Leavers:** From June 2013 onwards, the first cohort of starters will complete their Work Programme provision. Estimates are that around half will leave without a job¹⁶. JCP is already considering what provision it might offer these claimants. This will probably need to be intensive support. This support could be co-designed and co-commissioned by JCP, DWP and London boroughs. Provision must be more responsive to local circumstances and working with boroughs can better integrate pan-London and local strategies around employment support. This will provide a clear pathway of support for individuals and a clearer offer to employers.

Long Term Actions

- 10. DWP should localise all future employment support programmes.** The funding for future DWP employment programmes should be devolved in a ‘single pot’ to boroughs, or groups of boroughs, to work in local partnerships to commission locally relevant employment support. Boroughs should be the responsible agency for this funding. This could come via London’s Local Enterprise Partnership (LEP) as part of the single pot of ‘growth funding’ provided at a city level. This would provide the strategic vision needed to ensure support is meeting the needs of the capital as well as local economies. The LEP’s vision should also help to ensure the support remains industry focussed.

16 Krasnowski, K. and Vaid, L. (2012) Right Skills, Right Job, Centre for Social and Economic Inclusion

05 conclusions

London has a vast and varied economy, however Londoners face a distinct set of challenges in accessing the labour market, not least because programmes designed to help people find work have been less effective in London relative to the rest of the UK. Most employment support programmes are designed at the national level and this does not allow for local integration, leads to complexity, can deter local employment support specialists and inhibit data sharing. This means Londoners are missing out on the support they require to help them access jobs.

Our 10 point plan opens the door to getting more Londoners into jobs through local alliances of boroughs, third sector organisations, JCP and local employers. These alliances will help to overcome the problems of national programmes. It is critical to act swiftly; long term unemployment can have a detrimental effect on people's livelihoods. May 2013 will see the next release of Work Programme data and unless there is marked improvement in the outcomes the government should consider radically shifting employment support to become far more local in its design and delivery.



Appendix 1

employment programmes and their performance

Nationally commissioned programmes of support:

1. **The Work Programme (WP)** – Became operational in June 2011 and aims to help the most vulnerable, long-term claimants back into the labour market and transfer the financial risk from the taxpayer to companies via a ‘payment by results’ model. Every adult who has been claiming Job Seekers Allowance (JSA) for 12 months or longer is mandated onto the WP. People with particular challenges to getting a job, for example disabled people, people with physical and mental health problems and ex-offenders, can be referred to the programme earlier. DWP pays the Prime contractors for a job outcome that reflects the difficulty of helping long-term claimants back into work - six months or more for most 25+ JSA claimants, or three months for those with particular challenges to getting a job. Cost per year: £24 million.

Performance - November 2012 saw the first data release on job outcomes. Performance by the Primes fell below the minimum performance level (MPL) defined by DWP. The expected MPL for job outcomes was 5.5 per cent; the programme only achieved 3.6 per cent. The Centre for Economic and Social Inclusion (CESI) estimated a second, lower, performance target, taking account of the more negative economic outlook, but the WP also missed this benchmark. Performance in the capital is currently at the national average.

2. **DWP ESF Families with Multiple Problems** - Aims to tackle entrenched worklessness by progressing multi-generational families with multiple problems closer to employment that lasts. In London this programme is delivered by Reed In Partnership. Cost per year: £8.3 million.

Performance - Boroughs are concerned about the programme’s performance. To date there has been a lack of integration with local authority level provision for families and, despite requests from boroughs, Reed continues to pursue work with individuals rather than a whole family response. Furthermore, boroughs report a lack of systematic, quality follow-up of referrals to the programme from Reed (or its sub-contractors) and very low levels of job outcomes. The programme is losing credibility with some London boroughs and they are reluctant to refer individuals. This may exacerbate poor performance on the programme as it is funded via payment by results and without a revenue stream Reed will struggle to provide additional resources.

3. **Job Centre Plus (JCP)** - Supporting out of work residents through various interventions and disbursement of benefits, for example Job Seekers Allowance and Income Support. National support is delivered via local JobCentres; JCP procures a range of employment support provision, such as Sector Based Work Academies and Mandatory Work Activity. In recent years JCP has been given greater freedom and flexibility to spend its local allocations on local need. Cost per year: £20.2 million (does not include staffing and office costs).

Performance – 83 per cent of employers are satisfied with the JCP¹⁷. The JCP has also recently been praised by the National Audit Office for coping well with increasing numbers of claimants. The JCP has made significant and welcome moves to collaborate with boroughs by promoting co-working, Service Level Agreements and shared targets. However, issues remain, for example, communication between JCP and Work Programme Prime providers is patchy and there is room for greater links between the boroughs and JCP employment provision.

17 Pollard, E., Behling, F., Hillage, J. and Speckesser, S. (2012) Jobcentre Plus Employer Satisfaction and Experience Survey 2012, DWP

- 4. Work Choice** – Specialist employment support for people with disabilities whose needs cannot be met through other work programmes. Cost per year: £9.6 million.

Performance – Data from June 2012 showed that none of the London Contract Package Areas (CPAs) are achieving job outcomes in line with the national average and the proportion of referrals to the programme is considerably lower in London than nationally¹⁸.

- 5. Youth Contract** – Programme to target young people (16 – 17) not in education, employment or training (NEET) to engage with the labour market or education. Delivered in London by Prevista. Cost per year: £4.4 million.

Performance – A survey by EEF, the Manufacturers' Organisation, in September 2012 demonstrated that only 21 per cent of employers were willing to engage with the youth contract. The remaining 79 per cent had either not heard of it, or had heard of it and did not want to engage with it. Furthermore, referrals to the Youth Contract in London are low. This is in part due to the initial strict criteria for support (NEETs with no GCSEs) – London's NEET population are comparatively well educated with one or more GCSEs, meaning they were excluded from accessing support. The criteria have now been slightly broadened, but should increase again to capture as many NEETs as possible.

- 6. New Enterprise Allowance Scheme** – Support for unemployed people interested in starting their own business. Cost per year: £6.7 million.

Performance – The scheme has had some success; 2011/12 saw 8,000 businesses start up (against a target of 10,000). DWP has changed the application criteria of the scheme so claimants can access the allowance in the first days of their claim (rather than waiting six months). This will help meet the target of 40,000 new businesses in 2013. Problematically, however, the programme has resulted in some duplication of service provision. In not consulting with local organisations the scheme duplicates support being provided via a London Councils ESF employment programme, which aimed to support people into self-employment.

- 7. ESF National Offender Management Service (NOMS)** – Is a scheme to help offenders and ex-offenders reintegrate into society through investment in skills and welfare to work support. NOMS Co-Financing Organisation (CFO) is a national project across England. However contracts are let on a regional basis, allowing the delivery of locally based projects, while maintaining the economies of scale of a national programme. NOMS CFO aims to incorporate the localism agenda in its approach to commissioning and delivery and also needs to work across localities to allow smooth transition of offenders who may transfer between multiple areas. Cost per year: Approximately £5 million (from 2009 – 2014 NOMs CFO has received two rounds of funding totalling £25 million).

Performance – To date, the current programme 2011 – 2014 has achieved 15 per cent of leavers into work (against a target of 25 per cent - although the programme is incomplete and this figure may improve), the 2007 – 2010 programme achieved 9 per cent of leavers into work (against a target of 13 per cent).

¹⁸ LVSC, 2012, 'Official stats show Work Choice under-performing in London', London Employment and Skills Policy Network

Regionally commissioned programmes of support

1. **LDA ESF Programme 2008 – June 2012** - This programme worked with NEETs, young people at risk of becoming NEET and economically inactive and unemployed adults. The programme has now finished but the cost was approximately £11.25 million per year.

Performance – Between 2007 – June 2012 the programme achieved overall job outcomes of 22 per cent. This figure represents both employment and training programmes.

2. **GLA ESF Programme** - The scheme focuses on learners with learning difficulties and/or disabilities, young offenders, looked after children and teenage parents. Cost: approximately £3.3 million per year.

Performance - The GLA's new programme only started delivery in the last quarter of 2012 so we are unable to provide an analysis on performance. It will run from August 2012 to September 2015.

3. **Day one support for young people** – Pilot employability programme providing targeted day one support for young people when they make an initial JSA claim. Delivered in London by Maximus and the Careers Development Group. Cost per year: £12.3 million.

Performance – The programme only started in late 2012, so it is too early to provide a thorough analysis of performance.

Locally commissioned programmes of support:

It is difficult to disaggregate spending on different local programmes. However CESI estimates that the following programmes amount to £20 million annually.

1. **London Councils ESF programme** – Employment and skills support for people looking for a job but not claiming an active benefit. London Councils is a Co-Financing Organisation running programmes worth around £10 million per year. It uses match funding from its own grants programme to run ESF programmes, and consults London boroughs to make sure that the specifications are targeted to meet local need. Cost per year: £10 million.

Performance – Figures for the 2007- November 2012 ESF programmes in London show that London Councils achieved the highest proportion of people going into work on leaving the programme (23 per cent), compared to all the other co-financing organisations. This was for a programme that had by far the highest proportion of people on the programme who were economically inactive (almost 70 per cent) among the London CFOs.

2. **Local employment programmes** – it is not possible to document all of the local employment provision delivered by London boroughs. However a number of projects that demonstrate the breadth of employment work undertaken at a local level are outlined in table 1.

Table 1: Examples of borough and sub-regional employment programmes

Delivery organisation	Cost	Period of data collection	Description of programme	Sustained jobs from programme starts (26 weeks)
North London Pledge	£2.4m	Feb 2010 to July 2011	The objective of the project was to secure sustained employment for the longer term unemployed. Participants were enrolled from London Boroughs of Haringey, Waltham Forest, Enfield and Barnet.	26% (328)
Growth boroughs	£2m	April 2009 to June 2011	5 Borough Single Point of Access project was centred on the need to engage people who traditionally have poor or low levels of engagement with the existing welfare to work or Jobcentre Plus (JCP) support. The programme was delivered in Greenwich, Hackney, Newham, Tower Hamlets and Waltham Forest, with a special focus on long term workless parents who face multiple barriers to the labour market and who were not readily engaged with existing mainstream welfare to work support.	42% (484)
London Borough of Redbridge	£100,000	April 2012 to Jan 2013	Work Redbridge – Flexible Support Fund (funding from JCP – commissioned by LB Redbridge) The money funded projects targeted at helping four separate groups of people, people in affordable housing, young people 18 – 24, 50+ residents and lone parents.	22% (37) NB: programme is still running and higher outcomes are expected from the borough.

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