

# Joint Investment Plan

## Report on cross agency working to date and proposals for strengthening this

7 October 2009

### 1. Introduction & context

- 1.1. The London Skills and Employment Board expects the three key agencies operating in the skills and employment arena in London to work more closely together to provide better and more joined up services for London's businesses, workforce and residents. The Joint Investment Plan will play a key role in accelerating this process.

The Plan:

- a. Clarifies the relationship between it, the LSEB Strategy, the Implementation Plans and the Programme Boards.
- b. Reviews examples of when the key agencies have worked together to develop or implement services to employers or individuals and assess the key factors which have made these a success. The intention here is to conduct a practical evaluation of recent collaborations in order to draw lessons to inform future joint working. Issues considered in this section include:
  - the adequacy of objective setting
  - the clarity of agency roles
  - the consistency of output definitions
  - the alignment of systems and processes
  - staff ownership, and local flexibility and national policy.
- c. Examines the work that needs to be done to make the systems, processes, procurement and funding of the key agencies work better together.
- d. Makes proposals for supporting closer working in future.

Given the significant degree of change and high demand for services at present, an incremental and pragmatic approach is proposed.

#### 1.2. **The LSEB Strategy**

The Joint Investment Plan is a direct response to the London Skills and Employment Board's strategy – *London's Future: the Skills and Employment Strategy for London 2008-13*. The strategy established three key Strategic Aims:

- Working with employers to better support them in providing more job and skills opportunities to Londoners, to the benefit of their businesses and to keep London's economy competitive
- Supporting Londoners to improve their skills, job and advancement prospects through integrated employment support and training opportunities
- To create a fully integrated customer-focused skills and employment system

Each of these strategic aims has an Implementation Plan published alongside the strategy that sets out the key actions to be taken to make the aspirations of the Board a reality. Work is continuing in respect of both to develop principles, identify flexibilities, and test models of delivering improved services to business and communities.

The first two strategic aims share the following priorities:

- raising awareness of the value of skills to businesses and individuals
- improving the responsiveness of skills and employment services to the needs of businesses and individuals and
- simplifying the system to make it easier for employers and individuals to access the services that they require to improve their skills and progress in work.

Under the third aim, the strategy states that the Board is seeking to establish “a seamless service for individuals and employers from skills to employment and from employment to skills.” (p41) The strategy also states that “we need new joint commissioning mechanisms – which bring together the funding for adult skills into a single purse” (*London’s Future p8*) because, without such a unification of resources “there will continue to be leakage of resources on activities that are not driving the outcomes we need” (*London’s Future p41*)

In order to do this, the Board is seeking to bring together the resources of the key public agencies and to align targets to facilitate a stronger focus on the customer. It is anticipated that this will result in a system which is flexible in meeting individual needs and achieves sustainable employment outcomes (p41). This will require “all those responsible for investing public money in skills and employment to commit to working together through shared targets with joint commissioning of programmes to ensure that there is a meaningful and streamlined offer.” (p44).

The strategy is clear that the effective combination of the activity of the key agencies should result in a skills and employment system geared to the achievement of sustainable employment as an outcome rather than the current position which often offers either employment or qualifications (p45).

### **1.3. Context: the economic climate**

The recession and its impact on employment across the country has accelerated the interest and focus on aligning the services available to assist people in seeking work. In November 2008 the Government asked for regional action plans which would bring together employment and learning services to help businesses and employees cope with the economic downturn.

The Mayor also published his Economic Recovery Action Plan with a much wider remit covering a range of actions that would be taken by the public sector in London. These plans are entirely consistent and, alongside a number of initiatives from central government, have stimulated extensive joint working between the agencies on a range of initiatives designed to assist businesses and individuals alike.

The LSEB reviewed the changing economic climate and will continue to monitor the situation as it develops. On the basis of the initial and emerging impact on London, the Board remains committed to a proactive approach in pursuing the long term ambitions of the strategy. Indeed the Board concluded that encouraging people to take up support to develop their skills and secure sustainable employment was even more crucial during a time of economic challenge.

### **1.4. Partners and Stakeholders**

While the three main delivery agencies have been tasked by the LSEB to develop a Joint Investment Plan, there are a range of other stakeholders for whom the Plan will have relevance and who will need to be involved if it is to effect real change. These include London’s local authorities, training providers and employment service providers.

While London’s businesses, residents and workforce clearly have an interest in the plan, its primary audience will be the agencies and providers involved in delivering the skills

and employment system in London. The LSEB Strategy has an ambition to “hide the wiring” of the employment and skills system from the end user. The content and context of the joint investment plan is about this wiring and so we have not engaged the users of the system in the development of the plan.

It is also important to acknowledge that each of the main agencies is part of a larger organisation or group, reporting into different government departments, using various reporting mechanisms and funding processes. Real collaboration and integration will present particular challenges for the three main agencies. This Plan attempts to identify these challenges and describe some occasions when they have already been resolved.

### **1.5. Strategy Implementation**

This experience has already been used to inform the delivery of the first two objectives of the LSEB Strategy. The plan sets out to ensure that this work is also used to inform the achievement of the third objective: the creation of a service for individuals and employers from skills to employment and from employment to skills.

The LSEB strategy is being implemented through three programme boards that correlate to the three objectives set out in the Strategy.

The wide range of current projects which are piloting joint approaches to providing employment and skills services to employers will be presented to the Employer Programme Board. The Board intends to examine these models to determine which meets the needs of employers most appropriately, how successful models can be replicated and what policy changes may be necessary to facilitate the application of preferred models across London.

Similarly, the initiatives and programmes currently being implemented to join up employment and learning services to individuals both in work and seeking work are providing evidence to the Individual (IES) Programme Board. Detailed process maps and customer journeys are informing the Board’s deliberations of the best models to adopt for wider replication. Some of this is already in progress with the initial work undertaken in the central London Integration of Employment and Skills Trials now forming the basis of a similar service across London.

This Joint Investment Plan will inform the activity of a third programme board. The Systems Integration Programme Board will examine the systems and processes of collaboration that are needed to support the major agencies working together to deliver integrated services to individuals and employers.

### **1.6. The Customer Focused and Skills and Employment System**

*London’s Future* states that while the Board’s requirements for how joint commissioning and working together are not rigid, there are some fundamental requirements:

- a. All agencies and planning and funding bodies should take into account the content of the Strategy when developing plans and distributing resources, and change services to respond to the strategy where relevant.
- b. There should be a Joint Investment Plan involving LSC, JCP/DWP and LDA. This should set out the priorities for action to achieve the Strategy and evolve over time as the Strategy is implemented.
- c. Through the joint investment plan agencies should be expected to agree roles and responsibilities, decide on joint priorities, share data and where possible use consistent funding methods.
- d. Agencies should establish shared objectives, aligned targets and clear accountability. There must also be robust arrangements for checking progress.

To achieve this, existing and past examples of agencies collaborating on projects are reviewed in order to draw lessons for the future about:

- the roles and responsibilities of each agency
- how and when priorities can be shared or aligned
- how specific policy aims and local flexibility can be combined
- how public money can be directed between agencies to reach the best practice available.
- how outputs and outcomes can be aligned
- Finally, the plan sets out the questions that remain to be addressed and researched through ongoing projects where the key agencies are working together. These projects provide opportunities to test and explore new approaches to ways of working on a small scale before adopting them wholesale.

## **2. Joint activity to date**

This section contains nine examples of joint working between the agencies. Under each of these are grouped the elements or characteristics which have been important to the success of the work and the issues which have acted as brakes or barriers to more effective joint working.

### **2.1. *Integration of Employment and Skills Into-Work IES Trial***

The integration of employment and skills (IES) is a national policy whose objective is to provide a better service to help people to move from worklessness and low skills into sustainable employment. London has had two trials in place since mid-March 2009 covering seven boroughs in central London. It has been agreed to roll out a similar service across London by the end of 2009.

The trials are about making sure that the services offered to job seekers by Jobcentre Plus and the LSC work together and enable more people to get into a job and stay in it.

#### **Success factors:**

- very clear targets and objectives
- clear roles and responsibilities for the different agencies
- significant commitment by all parties involved to do the detailed work required
- small geographical area
- relatively small number of key people needed
- clear, joint management arrangements
- joint operational group included key practitioners
- joint national initiative supported by DWP and DBIS

#### **Continuing challenges:**

- separate guidance issued by national organisations
- separate and different data and monitoring requirements

### **2.2. *Integration of Employment and Skills In-Work Trial***

Announced by the Secretary of State at the same time as the *Into-Work IES Trials*, the *In-Work IES Trial* provides a complement to the *Into-Work IES Trials*. Where the *Into-Work IES Trials* provide services that aim to direct unemployed people into suitable learning

opportunities to enhance their ability to secure employment and meet employers recruitment needs, the *In-Work IES Trial* aims to assist those in work to improve and enhance their skills so that they can progress in the workplace and sustain their employment.

The two key agencies engaged in this are the LDA and the LSC.

**Success factors:**

- small geographical area
- small tight knit core team
- lack of national guidance has allowed more freedom to develop new ways of working
- wider trial group has developed close, productive working relationships

**Continuing challenges:**

- difficulties encountered when trying to joint-fund trial
- financial systems based on output payments not appropriate to the trial
- no shared output definitions

**2.3. ESOL Transitional Support Fund**

The ESOL Transitional Support Fund was announced by the Mayor Ken Livingstone in May 2007 in response to changes to ESOL funding arrangements which abolished automatic fee remission and put more emphasis on courses which led to qualifications and employment. The majority of ESOL learning in the UK is delivered in London and the impact of these changes on London's providers was expected to be significant. The ESOL Transitional Support Fund was created to support providers in making the changes required and to move more of their ESOL courses towards supporting people into employment.

The funding was provided by the LSC and the LDA. The LDA granted its share to the LSC which then contracted the whole fund to its ESOL providers.

**Success factors:**

- London providers alone received financial support to deal with significant changes in ESOL policy
- A number of key ESOL providers used the money to make positive changes to their ESOL provision

**Continuing challenges:**

- Initial confusion over the strategic objectives of the fund
- Roles and responsibilities of the agencies became confused

**2.4. Local Employment Partnerships**

Local Employment Partnerships (LEPs) were first announced in the Budget 2007 and applied specifically to five large retail employers. They have since grown to provide 250,000 Jobcentre Plus customers nationally by 2010 with the opportunity to acquire the skills needed to get into work and to develop those skills to stay and further progress in work. More recently the programme has been further expanded to meet the economic downturn.

Employers who offer vacancies through the LEP programme are offered a menu of support by Jobcentre Plus, including funded work placements, tailored pre-employment training, advice on recruitment, identified job candidates.

In 2008/09 the LSC in London funded 6,700 LEP training places under the Skills for Jobs banner. Training was made available to employers that offered vacancies through LEPs, and were engaged with Train to Gain or otherwise demonstrated commitment to workforce development. LSC funded provision within LEPs is very vocational and short and designed for people who can re-enter work fairly swiftly.

The two key agencies engaged in this are Jobcentre Plus and the LSC.

**Success factors:**

- There was a clear, common goal
- Roles and responsibilities of the agencies were clear
- The two agencies meet on a regular basis to review performance

**Continuing challenges:**

- initial lack of responsiveness from providers
- initial lack of referrals from Jobcentre Plus

**2.5. Employability Skills Programme**

The Employability Skills Programme (ESP) was launched in August 2007 when the LSC assumed responsibility for delivering basic skills provision to Jobcentre Plus customers. In London it forms part of the Skills for Jobs suite for those at greatest distance from the labour market needing literacy, numeracy or language learning before they are able to enter employment.

The key agencies are Jobcentre Plus and the LSC.

**Success factors:**

- The programme was jointly developed by the two agencies nationally
- Jobcentre Plus and the LSC in London worked in partnership to award the contracts
- The two agencies meet on a regular basis to review performance which is strong

**Continuing challenges:**

- Need is high in London for this type of provision

**2.6. The Enfield Pilot**

The Enfield Pilot is an attempt to explore the single "Employer Offer" in relation to one borough, Enfield. A steering group made up of the key public funding agencies was set up, chaired by Jobcentre Plus to look at the following:

- To devise a model of employer engagement for the Borough of Enfield.
- To maximise joint working between key partners both in terms of improving the service offer to employers and in value for money.
- To hide the wiring and offer greater support for the unemployed residents of the borough.
- To provide a consistent level of service to all employers.
- To drive a change in the culture of public sector working and to align with LSEB strategy.

All three agencies are involved in this work, together with the London Employer Accord, Business Link and the London Borough of Enfield.

**Success factors:**

- The strength of the relationship and cooperation between the partners

**Continuing challenges:**

- Developing an overall coherent strategic objective

**2.7. European Social Fund**

The European Social Fund provides £323m of funding for London during the current programme which runs from 2007-13. All funding is channelled through co-financing organisations (CFOs) whose responsibility it is to ensure:

- that there is adequate match funding available
- that the agreed outputs are generated to meet the objectives of the fund.

ESF funds hundreds of projects across London working with individuals from the most disadvantaged communities providing learning opportunities and helping people to secure employment.

The ESF programme includes:

- support for economically inactive, unemployed adults and NEET (14-19) individuals (Priority 1)
- support for up-skilling individuals in employment (Priority 2)

The CFOs in London are the LDA, JCP/DWP, LSC and London Councils. Each of these works closely with the European Programme Management Unit (EPMU) that is now situated within the LDA.

**Success factors:**

- The plan for London was based on the key principle of avoiding duplication and displacement of current work
- A number of further principles were agreed between those agencies responsible for Priority 1 work
- The CFOs have continued to share new specifications, invitations to tender and are invited to each other's contract award panels.

**Continuing challenges:**

- More than one CFO is responsible for a particular priority – in the case of Priority 1 there are four
- The CFOs use different interpretations of the ESF objectives – including outputs
- Since the onset of the recession, ESF money is being used more widely to meet new demands.
- This has been exacerbated by the realignment of national priorities for the ESF programme
- A further CFO – the National Offender Management Service - has recently been added

**2.8. ESOL for Work Pilot**

In 2007, the Department of Work and Pensions (DWP) announced a pilot of work focused English for Speakers of Other Languages (ESOL) to be delivered in the London City Strategy Pilot (CSP) areas (London West and the five Olympic boroughs). The pilot is designed to help parents with ESOL needs who are on benefits or tax credits to move

into sustainable employment and progress in work.

Following extensive debate it was agreed that the LSC would be the accountable body for the Pilot across both CSPs and would be responsible for the procurement process.

The key partners in this were DWP, the two London City Strategy Pathfinders, Jobcentre Plus, the LDA and the LSC.

**Success factors:**

- Good partnership working
- While nationally driven, a degree of flexibility and local control was retained
- a steering group involving key stakeholders was key to establishing common strategic objectives, roles and responsibilities

**Continuing challenges:**

- the financial systems of the main agencies could not deal easily with the arrangements
- the only way round this was to establish legally binding contracts

**2.9. Joint Action Plan – Response to the economic downturn**

In November 2008 the Government sought regional action plans in response to the economic downturn that would set out measures to ensure that employment and learning services would be aligned to help people and businesses affected by the downturn.

The three agencies worked closely together to develop a single Joint Action Plan which set out how the agencies would collaborate to offer services to businesses in difficulty, people under notice or at risk of redundancy, people made redundant, people at some distance from the labour market and finally young people at risk of not entering the labour market. Additional work was also required to ensure that the Joint Action Plan was consistent with the Mayor's Economic Recovery Action Plan that proposed a much wider range of actions to stimulate London's economy during the recession.

**Success factors:**

- while a national requirement, the lack of stringent requirements enabled a creative and collaborative approach
- this work built on strong relationships already developed through the IES trials and developing the LSEB strategy
- Jobcentre Plus and the LSC were jointly involved in developing the different programmes under the Plan
- Joint district teams drive delivery locally
- Regular meetings of a wider, strategic group including Business link, ACAS and the Higher Education Funding Council are now taking place to make sure the response of the public agencies to the recession is robust and appropriate to the needs of London

**Continuing Challenges:**

- The different, national initiatives with varying conditions and funding streams have made it difficult to maintain coherence
- This has also had an impact on being clear about what the key strategic objectives are

- The existence of different programmes and initiatives across the key agencies is confusing to both the public and to advisers

### 2.10. Conclusion

The review of examples of joint working outlined above outlines some of the basic principles that should be applied to all future joint work:

- a. There are clear benefits to **establishing a common clear strategic objective** which:
  - Allows each contributing agency to understand how it will contribute to the objective of the programme.
  - Enables each agency to meet its government targets
  - Ensures each agency is able to meet the demands of its own governance structure.
  - Clarifies the role, responsibilities and contribution of each collaborating agency.
- b. Having established this broad framework, it is useful to allow a **wide degree of flexibility** in the development of specific processes, systems and services in order that the project can fit local needs. This also ensures ownership by the staff charged with making changes on the ground. The commitment and enthusiasm of such a group of people seems critical to the success of projects.
- c. There is greater momentum and success in programmes that are **initiated by central government**. The implementation of these programmes within the region can be made to be more responsive to the needs of London's communities and economy through the application of the principles outlined in the LSEB Strategy. The initiatives, policies and budgets set by central government can also be influenced by LSEB to ensure that the instructions and programmes issued to the agencies provide for London's needs. (For examples of how LSEB has influenced national policy and the implementation of national initiatives see Annex 1.)

## 3. Next steps

There still remain significant issues that the LSEB will need to address to support further collaborative working and joint commissioning.

### It is proposed that:

- These are reviewed by the Systems Implementation Board in the first instance
- It will have responsibility for determining:
  - which actions are within the control of the agencies in London to address and how these will be taken forward and
  - which will require the LSEB to raise with particular government departments and Ministers.

### 3.1. Overall strategic aim

The skills and employment system needs a common overall strategic aim to which all parts of the system can commit and contribute. There is agreement that the common strategic aim of skills and employment activities in London should be sustained employment. **It is proposed that:**

- a. A definition of what constitutes "*sustainable employment*" and how it will apply as an overall strategic aim across all elements of the skills and employment system (e.g. how will progress towards it be measured for those at a distance from the labour market or for those already in employment?)
- b. How will sustainable employment be measured? Is it only a factor of employment over a certain period? Is there some way of including the ability to progress? Is there a judgement to be made about being fully equipped to perform and succeed at work?

- c. How can the overall strategic aim of sustainable employment be linked to the government targets of key agencies ensuring that all agencies are confident that delivering their part of that aim enables them to meet their targets (skills, jobs, business activity, business start ups, qualifications, local area enabling measures etc)
- d. How the London agencies through LSEB can work alongside national government which is also attempting to establish a joint PSA target for Jobcentre Plus and LSC/SFA.

### **3.2. Functional roles of agencies**

The skills and employment system needs to have clarity over which agency is responsible for the delivery of what aspects of delivery. Lack of clarity in this area leads to duplication, confusion, double counting, inconsistent policy, and contradictory programmes.

**The following actions need to be taken to address this:**

- a. Test the protocols and processes that have been developed through joint working to date and ensure they are robust and effectively draw on the skills and resources of the key agencies.
- b. Propose which agency is responsible for which functions of the skills and employment system taking into account their roles as defined by the Mayor and central government.

### **3.3. Output definitions and performance management**

Despite some alignment of output definitions in recent months on specific programmes there remain significant inconsistencies. This includes what constitutes a job as well as qualifications and skills outcomes.

There is also a growing trend for programmes and new initiatives to demand job outcomes no matter what its target client group. As a result the skills and employment system is not always responsive to the people most excluded from the labour market.

Acceptable levels of performance also vary widely across agencies and across programmes. Some of this relates to differing conditions applying at the time that programmes were launched or to differing attitudes or differing definitions used by agencies.

Finally agencies and providers are concerned about the issue of double counting outputs where two agencies have contributed to a successful outcome.

**Again, the following issues need to be addressed:**

- a. Establish clear definitions of key outputs that are consistent with the overall strategic aim of the skills and employment system and which also meet the requirements of the agencies' government target requirements
- b. In line with the functional map of the skills and employment system establish appropriate outputs for various elements of the skills and employment system to provide a route through the system to sustainable employment
- c. Establish common baselines for acceptable performance on projects to ensure consistency across agency and programme
- d. Establish an agreed position on how multiple contributions to a successful outcome can be funded and how to avoid this resulting in double counting of outputs or inappropriate funding.

### **3.4. Contracting and Payments**

In order to act as joint commissioners of services across a whole skills and employment system it is essential that the key agencies are able to offer similar contracting and payment terms to providers operating in different parts of the system.

Each agency currently operates systems to vet providers before they are able to tender to deliver work on behalf of the agency. This approval is intended to be a judgement on the quality of work, their financial stability, adequacy of management processes etc. Some providers are approved for one agency but not approved for others. If the key agencies are to operate a single joined up skills and employment system providers approved for one part of the system should be approved at this level for the whole system.

Currently each agency sets its own price for outputs; as a result a provider may be able to find contracts that range in the price paid for a job outcome from £300 to £1500 or more. This leads to imbalances in the system and certain programmes being undeliverable. We need to be conscious that some of these prices are set nationally and agencies will be restricted in their ability to vary prices.

Each agency and each programme operates different payment schedules from paying a significant proportion of the contract value up front to programmes that pay only on evidenced outcomes demonstrating that a learner has been in work for 13 weeks (i.e. up to 6 months after costs were incurred). Some of these payment schedules are not flexible as they are part of national programmes but they result in imbalances in the system as providers are attracted to those that seem to pay more easily.

**The following actions are proposed:**

- a. Have one pre-qualification provider approval system in order that a provider approved to deliver services for one agency is also approved to provide services for the others. Clearly each provider would still need to win specific tenders to deliver specific pieces of work, but they should be considered qualified to tender for work across the system.
- b. Move towards a common payment system across all programmes and all agencies so that the same payment is made for the same output within the constraints of central government. The price may need to be varied over time as economic conditions change but such changes should be made universally.
- c. Move towards one payment structure across similar programmes and all agencies so that providers will receive the same payment profile for similar types of work.

**3.5. Financial relationships**

In order to make sure that specialist work is commissioned and managed by the best placed agency it will be necessary on occasion for public funds to be transferred between agencies. Currently the financial systems for the key agencies are geared to manage delivery contracts and not partnership activity which makes it extremely difficult for agencies to transfer money between agencies without inappropriate performance management and output monitoring requirements.

**The following action is proposed:**

- a. Establish financial systems in the key agencies which allow public money to be transferred between partner agencies when appropriate.

**3.6. Ways of working**

There are clear lessons to be learned from the review of activity above which relate to the ways in which the agencies have worked together to deliver better services for employers, the workforce and residents. There is a greater record of success on initiatives that:

- Are instigated by central government.
- Are led by a small group of representatives from relevant agencies that have ownership of the project.
- Have clear policy parameters but significant flexibility of implementation.
- Have a long lead time in which to become familiar with concepts and develop the best implementation methods.

- operate within a small geographical area with a discrete number of providers and staff with whom to communicate.

**It is proposed that:**

- a. anyone establishing joint work reflects these points in their ways of working.
- b. common operating guidance should be developed for any joint work.

#### **4 Forthcoming Joint Activity**

In line with the LSEB Strategy, more and more of the skills and employment activity in London will be delivered on a cross-agency basis with organisations playing to their strengths and working in ways which reflect the best practice detailed earlier. All three main delivery agencies have shown their clear enthusiasm for this. However, it is clear that major obstacles still remain which must be dealt with if joint working and joint commissioning is to become the norm in London. These are also detailed above and will form the work programme of the Systems Programme Board.

The following are the areas of joint working currently in line for cross-agency work but it is likely that more will be added.

**In the rest of 2009-10:**

- **Joint Action Plan/Recession work:** The Public Sector Group is continuing to improve the joint offer to both employers and individuals including:
  - Producing a joint briefing for all Business Link, ACAS, nextstep and Jobcentre Plus advisers on what the offer is for employers and individuals and who to contact.
  - Developing a common page on the LDA and Business Link website with short, sharp information for employers covering the whole offer.
  - Streamlining the information on all the training opportunities available to people so that advisers are confident in the referrals they are making. This will be done on a Jobcentre Plus District level and will include information about what different providers can offer in that area – including the offer from Higher Education and the new offer to 18-24 year olds, which forms part of the overall Young People's Guarantee.
  - Supporting a street-based leafleting campaign aimed at individuals and offering one telephone number for further information and advice.
  - Reviewing take-up of different parts of the offer and taking action as appropriate.
- **Roll out of IES:** The IES work which was pioneered by the Into Work Trial operating across Central London and Lambeth, Southwark and Wandsworth Jobcentre Plus districts since March 2009 will start to be rolled out across the rest of London:
  - A cross-agency task and finish group, chaired by Jobcentre Plus will be responsible for this work
  - A phased approach will be used with emphasis being placed on co-location of nextstep advisers in every Jobcentre and in a number of other, community-based venues.
  - The roll-out in London is happening faster and earlier than elsewhere in response to the emphasis put on integrating skills and employment services by the LSEB. It will also be informed by the work of the London Employer Accord and the Enfield Pilot.

- **IES In Work Trial:** This trial went live in August 2009 with input from the LDA, LSC and Business Link.
  - It is testing how best to support low-skilled, vulnerable employees to progress at work
  - It is using the Train to Gain programme but enhancing this with substantial information and advice for the individual employee and is therefore examining how a programme aimed at the employer can also offer support to an individual if
  - Lessons learnt from this will help shape the future development of the adult IAG service.
  
- **The New Approach to ESOL:** All London Local Authorities, with help from the LSC, are starting to prepare plans which will identify what gaps there are for local people in existing ESOL provision.
  - A number of workshops have taken place over the past few weeks aimed at supporting local authorities in taking on this work
  - A further workshop will take place in November to give further support
  - Plans need to be ready by the end of December 2010 to start influencing the shape of ESOL provision in 2010/11

#### **2010-11**

Joint work in 2010-11 will be shaped by the LSEB revised strategy and the work plans of the Employer and Individual programme boards in particular. Agencies will also work jointly in response to any national initiatives to make sure they respond to London's needs.

Whichever political party forms the new government there are likely to be new ideas, changes in emphasis and a greater pressure on public expenditure. All these factors will have an impact on joint work and will put an even greater premium on LSEB ensuring that it strengthens its links with central government in order to argue for developments and/or flexibilities which improve skills and employment services in London. Below are brief notes on areas of joint working which we now know will feature during 2010-11:

- The Public Sector Group will continue to work together to ensure the offer to employers and individuals affected by the recession is as good as possible. It will review any national initiatives and developments and make them appropriate to London.
- The IES roll out will continue in 2010-11 completing the final phases of extending the service across the whole of London.
- The In-Work Trial will be evaluated and lessons learnt drawn to the attention of policy makers so that the needs of low skilled employees feature in future developments especially of the Adult Advancement and Careers Service (AACS).
- The AACS will be implemented in London from August 2010 and will reflect the ideas and concerns articulated by the London partners including the GLA, LDA, JCP and Local Authorities.
- The LDA will continue to work with DWP/Jobcentre Plus to establish co-commissioning in order to add value to existing DWP programmes.

### **Annex 1: LSEB and its influence on national policy**

A number of the case studies in section 2 are based on national initiatives. In some cases, this has aided their success as national agencies are measured and judged by the central government departments to which they are responsible.

However, the LSEB strategy has had an impact on the local implementation of all these national initiatives ensuring that London's specific needs are addressed. This has been felt at both policy level, where the instructions from central government can be seen to have been influenced by LSEB, and at implementation level where agencies have sought or applied different approaches to meet London's needs.

The following examples demonstrate the impact that LSEB has had on national initiatives:

- ***In-Work IES Trial***: The LSEB Strategy states the need to support people to progress in work as well as assisting them into work. London is the only region in the country to have an *in-work trial* providing advice and learning services geared to employees and also employers.

As a result London is leading the country in exploring how employment and skills services can be integrated, not only for the unemployed, but for the employed and for employers too.

- **Roll out of IES**: In response to the LSEB priority to provide joined up services for the customer, London is involved in detailed planning to roll out the integrated employment and skills services for people seeking work, earlier and faster than other parts of the country.
- **The Skills for Jobs suite**: the development of training opportunities designed to provide specific skills to move into work is a national initiative. Through the influence of the LSEB emphasis was placed on ensuring that training was responsive to employer needs, London has been in the vanguard of developing this work and has operated a specifically identified Skills for Jobs budget for two years long before the recession made gearing training to employment a national priority.
- **Joint Action Plan**: In London the co-operation between the agencies in the production of the plan, ensuring consistency with other plans such as the Mayor's Economic Recovery Action Plan, and identification of priorities was supported by the momentum of the LSEB.