

IAG Checklist Project Report

A National Survey of IAG Policy and Practice

2001

A project sponsored by the DfES and co-ordinated by:

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IAG Checklist Project

➤ Introduction – Aims and Purpose

- The impetus for this project came from an awareness that, although IAG partnerships throughout the country have all been required to comply with the framework set out within the DfES specification, there may be varying approaches/methodologies within this framework. Partnerships have been able to share good practice in a number of ways mainly through regional and national network meetings and forums. However, these meetings can highlight the fact that IAG partnerships are in danger of operating in isolation, each devising their own ways of working and responding individually to particular problems or issues that arise.
- In response to this the Checklist Project, a DfES funded initiative, is aimed at offering partnerships a more systematic approach to the sharing of good practice. The Checklist document is the end result of this project and has been compiled from information submitted by 57 IAG partnerships in response to 2 separate questionnaires covering most aspects of IAG work.

➤ Methodology

- The first questionnaire was sent to 75 IAG partnerships nationwide and covered the following aspects of IAG work:
 - IAG Services & Delivery
 - Methods of Communication
 - Organisational Structure
 - Staffing & Organisational Roles
 - Analysis of Client Needs
 - IAG Links with Related Services
 - Expanding the Network
 - Supporting the Network
 - Funding
 - Referral Mechanisms
 - Consultants/Outsourcing
 - Careers Information & LLMI
 - Marketing & Publicity
 - Computer Software
 - Continuous Quality Improvement
- An excellent response to this initial questionnaire was achieved with a total of 56 replies. Partnerships were given the opportunity to indicate whether they would be willing to answer further questions on various aspects of their work and a further questionnaire was then sent out to those who had volunteered to do so. The 2nd questionnaire covered all of the above headings with the aim of expanding on original responses and inviting

partnerships to give case study examples of successful projects and initiatives which they would wish to share with their counterparts. Partnerships were also given the opportunity to suggest their own questions to be included in the second questionnaire.

- Only 17 responses were received to Questionnaire 2, reflecting the more complicated and lengthy nature of the questions. However, individual case study contributions were also received from 6 other partnerships. A full list of project participants is attached.

➤ Compilation and Presentation of Results

- The report is divided into 16 separate sections covering the separate questionnaire headings. Each section combines the information received from both questionnaires. The larger number of respondents to questionnaire 1 has meant that these results lend themselves more to statistical analysis. Any percentage figures given have been rounded up or down to the nearest .5%. However, because of the smaller number of respondents to Questionnaire 2, I have avoided summarising the information gained from the responses in a statistical format and have concentrated more on exchange of information and case study examples.
- This is **not** therefore an analytical report, but focuses more on the original purpose of the project which is to enable partnerships to tell each other how they do things, how successful particular ways of working are and what problems have been encountered along the way.

Appendices Section:

The appendices section contains contact details, e-mail/website addresses and other information for all 57 participants. Also included are Quality Adviser/Development Worker contact information from those partnerships who supplied these details. A summary of the questionnaire 1 results is also included as Appendix 3.

- This checklist report is intended as a reference document which we hope will enable all IAG partnerships to:
 - Find out more about the work of their counterparts
 - Have quick access to information on how others are tackling a wide variety of tasks encountered by all partnerships.
 - Exchange examples of good practice and successful projects.
 - Avoid unnecessary duplication of effort in devising solutions to particular problems.

*Heather Towers
Suffolk IAG Partnership*

2001

➤ Project Participants

We would like to express our thanks to the following partnerships who have contributed their valuable time to this project. Without your input this document would not have been possible.

Questionnaire 1 – respondents

Barnsley, Doncaster & Rotherham
Berkshire
Birmingham & Solihull
Bolton & Bury
Bournemouth, Dorset & Poole (Connect to Learning)
Bristol
Calderdale & Kirklees
Cambridgeshire & Peterborough
Cornwall, Isles of Scilly, Plymouth, Torbay & Devon
Coventry & Warwickshire
Cumbria (New Frontiers Adult Guidance Partnership)
Dudley
Durham
Essex
Gloucestershire (GO)
South Gloucestershire
Hampshire, Isle of Wight, Portsmouth & Southampton
Herefordshire & Worcestershire
Hertfordshire (Plum)
Lancashire North & West (now!)
Leeds
Leicester & Leicestershire
Lincolnshire & Rutland
North Lincolnshire
North East Lincolnshire
Central London
North London
South London
South Central London (Cross River IAG Partnership)
Greater Manchester (City Pride IAG Partnership)
Greater Merseyside
Milton Keynes & Buckinghamshire (ASSIST)
Norfolk
Northamptonshire (LIAG)
Greater Nottingham
Oldham
Oxfordshire
East Riding
Rochdale
Sandwell
Sheffield (Gateways to Learning)
Somerset (SIGN)

Project Participants – Continued

North Somerset
Staffordshire
Suffolk
Sunderland
Surrey
East Sussex
West Sussex (Worklearn)
Tees Valley
Tyneside
Wakefield
Wigan Borough
Wiltshire & Swindon (Steps to Learning)
Wolverhampton
York & North Yorkshire

Questionnaire 2 – Respondents

Berkshire
Bolton & Bury
Calderdale & Kirklees
Cambridgeshire & Peterborough
Hereford & Worcester
Hertfordshire (Plum)
Lancashire N & W (now!)
Leeds
Lincolnshire & Rutland
Greater Merseyside
Milton Keynes & Buckinghamshire (ASSIST)
Suffolk
Sunderland
West Sussex (Worklearn)
Wakefield
Wiltshire & Swindon (Steps to Learning)
York & N Yorkshire

Additional Case Study Contributors:

Bournemouth, Dorset & Poole (Connect to Learning)
Cornwall, Isles of Scilly, Plymouth, Torbay & Devon
Gloucestershire (GO)
Hampshire, Isle of Wight, Portsmouth & Southampton
North London
West London
Tyneside

IAG Services and Delivery

➤ Which IAG services are you supporting?

- Information
- Advice
- Guidance

Table 1: IAG Services Supported

IAG SERVICES SUPPORTED	Number of Respondents	%
Information, Advice and Guidance	25	44.5
Information and Advice	31	55.5

- Partnerships who currently support Information and Advice services only were asked whether this situation was likely to change in the near future. Here is a summary of responses:
- One of the respondents had recently submitted an application for ESF funding and was also hoping to put in an application for DfES guidance money *"when/if it becomes available"*.
 - Another respondent would be offering guidance using LSC LIF money and would shortly be putting an in ESF bid and a national guidance pilot bid.
 - Another respondent mentioned that provision of guidance would be dependent upon the results of the Guidance Pilot bidding process.
 - Two respondents had definite plans to apply for ESF funding to support guidance.
 - For four respondents, provision of guidance was a high priority but was very much dependent upon whether there would be an opportunity for them to apply for funding: *"The only way I envisage providing other services is if the DfES provide guidance money. This is a high priority need"*
 - Two of the respondents had no immediate plans for change.
 - Five respondents were already supporting guidance, three via ESF funding, one through Learning Partnership funding and one through the Business Services Directorate of the local Connexions service.

Case Study – Lincolnshire and Rutland

"we currently offer guidance through the Business Services Directorate of Connexions Lincolnshire & Rutland. This has, in the past, been available free of charge to all adults, with the exception of those attending an institution of HE in the area. Due to a considerable reduction in funding, however, there are plans to introduce charges for this service in the near future. We hope to be able to continue to offer free services to those on means tested benefits". "Guidance services are available in all of our FE colleges but the service is restricted to those on courses."

Case Study – Suffolk

"We will be offering guidance using LSC LIF money. We have also put in an ESF bid and a national guidance pilot bid. We increasingly find that the differentiation, between "Advice" and "Guidance" in particular, is not helpful. We will therefore be reviewing what we mean by "Information", "Advice" and "Guidance" and the qualifications and experience needed to deliver them."

➤ How are IAG services being supported/delivered?

- Contracts/agreements with other organisations
- Grants to other organisations
- Directly employed staff

Table 2: Methods of Support/Delivery of IAG Services

METHOD OF SUPPORT/DELIVERY	Number of respondents	%
Contracts/agreements with other organisations	15	27
Directly employed staff	5	9
Grants to other organisations	3	5.5
All three methods	10	18
Combination of contracts & directly employed staff	15	27
Combination of contracts & grants	4	7
Combination of grants & directly employed staff	4	7

Table 3: Totals for each Method of Support/Delivery

METHOD OF SUPPORT/DELIVERY	Number of respondents	%
Contract/agreements with other organisations	44	78.5
Grants to other organisations	21	37.5
Directly employed staff	34	61

METHODS OF SUPPORT & DELIVERY: CASE STUDIES

Partnerships were asked to explain **why** they have adopted a particular approach to the support and delivery of IAG services. The following are case studies from a selection of partnerships outlining some of the practical issues, advantages and disadvantages of each type of approach.

Contracts/agreements with other organisations

Case Study 1

Delivery via contracts *"fits well with the partnership culture of the locality. The Lead Body is then more truly representative of the partnership approach in the LLPs. Problems arise from different organisations placing different priorities on the IAG work and bringing coherence and adherence to own centralised systems"*.

Case Study 2

"Funding available for delivery is mainly awarded to partners who apply for several different funding streams. Sub-contracts have been set up so that financial and other arrangements are clearly understood, and responsibilities agreed. This method was adopted rather than employing our own delivery workers as we already had a well-established group of IAG providers in our area, who were more than capable of running projects and delivering IAG themselves. We wished to also gain commitment and increased involvement from partners and providing resources proved a good way to gain 'ownership' from others. The only problem encountered so far is that the level of interest in applying for funding is not as great as anticipated."

Problems Encountered with the Contract Delivery approach

Case Study 3

"Problems encountered include:

- *IAG Manager has no previous experience in this area.*
- *Cost of employing an external solicitor*
- *Lack of IAG understanding by external solicitor*
- *The staff resource required to set up a tendering process, negotiate multiple contracts, issue contracts, monitor contract compliance.*
- *Hostile attitude of partners subjected to this process."*

Case Study 4

This approach results in slow delivery of advice episodes and the *"quality of management information is fairly poor"*.

Grants to other Organisations

Case Study 5

The partnership has chosen to offer grants to partner organisations for a range of reasons, including:

- a) Smaller amounts of money mean that more partners are able to access funding.
- b) Grants are not subject to VAT
- c) A variety of grants is possible eg. for outreach and additionality projects.
- d) Paperwork is kept to a minimum, and
- e) The "risk" factor is minimal.

Directly employed staff

Case Study 6

The partnership took the decision *"to employ not only management and administrative staff directly but also to employ a team of advice workers directly funded by the delivery aspect of the contract"*. IAG Partners who host the advice workers have received funding for delivery, however other IAG partners have not. The aim was to develop an advice team who would be completely impartial and flexible in location responding to demand.

Problems and issues: *"This did lead to some ill feeling in the Network that existing partners were not accessing delivery funds and that the Careers Guidance Company had ultimate control over delivery. It will also prove to be more difficult to involve all partners in feeding information for central statistics, as they are receiving no financial benefit. It has also taken more time for advice workers to achieve their targets, to develop relationships with their areas and with their host."*

Case Study 7

The following case study shows how one particular partnership have found that employing staff directly enables them to maintain a high level of control over the level and quality of delivery.

"We deliver in two ways:

- 1. Grants to other organisations*
- 2. Employ directly.*

Originally far more grants were issued but we became unconvinced on the delivery side. The two grants given now are very successful but the partners in question are responsive and work very closely with us. Employing directly is far superior because it ensures accountability and control. It is also clearer to the general public"

Case Study 8

"We employ staff to deliver services. We have an unusual structure in that partner organisations take on employer responsibility but the service they provide is outreach and co-ordinated from the Network Centre. The method was chosen to maintain partner commitment and offer widest support and local information to learning advisors".

Directly employed Staff/Grants

Case Study 9

" We deliver via direct employment of staff and small grants to build community capacity. So far we haven't encountered any problems but it is early days. The approach was decided upon as direct payments to organisations were impossible as there was not spare capacity and we felt that this approach would not necessarily add value or develop new services. Statutory organisations do struggle for funding but we didn't want IAG funding to be the straw that they clutched at to support existing services. All providers have been very happy with additional funding for resources, training and short projects"

Contracts/Agreements with other organisations/Grants

Case Study 10

"Our partnership pay providers for advisory interviews with priority groups and each is given a target number of advisory interviews to achieve. The targets are worked out for geographical areas based on population. We have adopted this approach to ensure that we cover the whole geographical area and also see our determined priority group".

Case Study 11

"During Years 1 and 2 we allocated funding to organisations via grants. However, we found that these organisations were very poor at sending us management information. This year, we introduced 'payment per intervention' to encourage this (it seems to have worked!).

A Service Level Agreement has been introduced which details the level of work expected and funded. It was felt that Contracts would be too *"heavy handed."*

All three methods

Case Study 12

Money is given to organisations for delivery and to expand certain aspects of their service. 2.5 staff are employed who combine development with I & A delivery roles. This model was chosen because of an awareness that over time *"there would be a greater need for I & A workers – but also a need for staff to support the network"*. Staff roles include taking on new members, supporting current members and direct delivery when needed. This model enabled more control and the ability to direct resources where they are needed most *"i.e. encouraging providers to work with certain priority groups and making part of the funding they get". . . "dependant on it"*.

Case Study 13

"The Network delivers information and advice services through the operation of a branded franchise, agreement of partnership agreements with partner organisations and contracted delivery with targets for service provision. The network currently has 54 franchises in a range of organisations including careers services centres, voluntary and community centres, further education colleges and universities of higher education. The network works in partnership with organisations offering services to blind and partially sighted people, adults under threat of redundancy, long-term unemployed, ex-offenders and adults considering career changes. Each organisation agrees a partnership agreement at the beginning of the financial year covering:

- *Planning, monitoring and evaluation*
- *Work with customers*
- *Careers information*
- *Work with others*

Once the partnership agreement has been approved each organisation negotiates targets for services delivery and devises a delivery plan which is agreed with the network manager."

RECORDING OF ADVICE EPISODES

- The majority of respondents have introduced a system whereby providers are required to complete record sheets/claim forms to record advice episodes and return these to the central partnership organisation.
- In some cases auditing of client documentation is carried out in order to check the validity of claims.
- Four respondents had developed or were in the process of developing database systems to record advice episodes. These were:

Bolton & Bury
Lincolnshire & Rutland (see below)
West Sussex
Wiltshire & Swindon

Examples of recording systems include:

Calderdale & Kirklees

"Organisations receiving delivery funding have to return management information" . . . "recording 'advice episodes' when they make a financial claim. Delivery work is not currently being monitored, but we are planning to carry out auditing visits later on in the contract year. These will concentrate on checking the validity of claims, but the quality of client documentation, including guidance summaries/Action plans, will also be examined."

Herefordshire & Worcester

"Providers have to complete a claim form which includes the following information:

- *priority group*
- *level of qualifications*
- *employed/unemployed*
- *in education/not in education*
- *gender*
- *D.O.B.*
- *Where they heard about us.*

We also spot check action plans as each client has a unique reference number and we ask for two unique reference number action plans per provider per month."

Lancashire N & W

"The network produces an operation handbook annually which sets out how services will be operated and includes procedures for effective referral and networking and the evidencing of customer interaction and referral. For the financial year 2001/2002 a total of 7,832 advice interactions have been agreed. These are evidenced through completed advice and referral forms which each customer must sign."

Lincolnshire & Rutland

"Client details are initially recorded on a "Can We Help?" form, so that we have a signed record of the service that has been requested/delivered. Within the Connexions Service we then enter these details onto ASPIRE. For other providers we have recently had an ACCESS database developed, which will be rolled out in the near future. Providers will then be requested to send us a disk, along with copies of the "Can we Help?" forms, at the end of each month so that client details can be interrogated as necessary."

Appendix 1- IAG SERVICES AND DELIVERY

PARTNERSHIP AREA	What IAG services are you supporting?			How are these services being supported/delivered?		
	INFORMATION	ADVICE	GUIDANCE	CONTRACTS	GRANTS	DIRECTLY EMPLOYED STAFF
Barnsley Doncaster & Rotherham	♦	♦		♦		
Berkshire	♦	♦		♦	♦	♦
Birmingham & Solihull	♦	♦	♦	♦	♦	♦
Bolton and Bury	♦	♦			♦	♦
Bournemouth, Dorset & Poole	♦	♦				♦
Bristol	♦	♦		♦	♦	
Calderdale & Kirklees	♦	♦		♦		
Cambridgeshire & Peterborough	♦	♦	♦		♦	
Cornwall & Devon	♦	♦	♦	♦	♦	♦
Coventry & Warwickshire	♦	♦	♦			♦
Cumbria	♦	♦	♦	♦		
Dudley	♦	♦	♦	♦		♦
Durham	♦	♦		♦		♦
Essex	♦	♦		♦		
Gloucestershire	♦	♦		♦		
Gloucestershire South	♦	♦		♦		♦
Hampshire	♦	♦	♦	♦		♦
Herefordshire & Worcs	♦	♦		♦	♦	
Hertfordshire		♦		♦		
Lancashire N & W	♦	♦	♦	♦	♦	♦
Leeds	♦	♦	♦	♦		♦
Leicester & Leics	♦	♦	♦	♦		♦
Lincolnshire & Rutland	♦	♦	♦	♦		♦
Lincolnshire North	♦	♦	♦	♦		♦
Lincolnshire North East	♦	♦	♦			♦
London Central	♦	♦		♦		
London North	♦	♦	♦	♦	♦	♦
London South	♦	♦			♦	♦
London South Central	♦	♦	♦	♦	♦	
Manchester	♦	♦		♦		♦
Greater Merseyside	♦	♦			♦	
Milton Keynes & Buckinghamshire	♦	♦	♦		♦	♦
Norfolk	♦	♦				♦
Northampton	♦	♦	♦	♦	♦	♦
Notts, Greater	♦	♦		♦		
Oldham	♦	♦			♦	
Oxon	♦	♦		♦		♦
East Riding	♦	♦	♦	♦		♦
Rochdale	♦	♦	♦	♦	♦	♦
Sandwell	♦	♦		♦		
Sheffield	♦	♦	♦	♦	♦	♦
Somerset	♦	♦	♦	♦		
Somerset North	♦	♦		♦	♦	♦

PARTNERSHIP AREA	What IAG services are you supporting?			How are these services being supported/delivered		
	INFORMATION	ADVICE	GUIDANCE	CONTRACTS	GRANTS	DIRECTLY EMPLOYED STAFF
Staffordshire	♦	♦		♦		♦
Suffolk	♦	♦		♦		
Sunderland	♦	♦	♦			♦
Surrey	♦	♦	♦	♦		
Sussex East	♦	♦	♦	♦		♦
Sussex West	♦	♦	♦	♦	♦	♦
Tees Valley	♦	♦		♦		
Tyneside	♦	♦		♦		♦
Wakefield	♦	♦		♦		
Wigan	♦	♦		♦		♦
Wiltshire & Swindon	♦	♦			♦	♦
Wolverhampton	♦	♦		♦	♦	
York & N Yorkshire	♦	♦		♦		

Methods of Communication

- Does your partnership have a newsletter?

YES	46	82%
NO	10	18%

- Does your partnership have a website?

YES	47	84%	6 "under construction"
NO	6	10.5%	
PART OF ANOTHER SITE	3	5.5 %	

Newsletter & Website	40	71%
Newsletter only	3	5.5%
Website only	7	12.5%
No newsletter or website	3	5.5%
Website part of another site	3	5.5%

- Have you encountered any particular problems with any aspect of setting up and maintaining your website?

Problems mentioned by partnerships include:

- The cost of setting up the website.
- Getting the message across to web-site designers about exactly what was required.
- Inexperience of partnerships themselves in relation to website design and software.
- Delays in setting up website due to unforeseen changes within local Connexions Service.
- Decisions about **who** the website should be targeted at.

Case Study

"The main difficulty was deciding whether we should target individuals or groups, as a different focus and language is needed depending on whether the audience are clients or organisations. Our website has details of our Partnership members, which have been difficult to keep up-to-date as they change regularly, and we cannot afford to update regularly enough."

TABLE 1: WEBSITE CONTENTS

ADVICE SITES LINKS	Berkshire
CAREERS GUIDANCE	Hertfordshire
CAREERS INFORMATION	Bolton & Bury
CAREER PROFILES	Hertfordshire
CHAT PAGE	Leeds
CHILDCARE INFORMATION	Bolton & Bury Sunderland Wiltshire & Swindon
CV BUILDER	Bolton & Bury
CV PREPARATION	Hertfordshire Sunderland
EMPLOYMENT INFORMATION	Cambridgeshire & Peterborough Hertfordshire Lincolnshire & Rutland Sunderland West Sussex
ENQUIRY FACILITY	Bolton & Bury
FUNDING INFORMATION	Bolton & Bury Lincolnshire & Rutland West Sussex Wiltshire & Swindon
GUIDANCE COUNCIL ACCREDITATION	Milton Keynes & Buckinghamshire Wiltshire & Swindon
HISTORY OF THE NETWORK	Leeds
IAG PROVISION INFORMATION	Berkshire Bolton & Bury Cambridgeshire & Peterborough Leeds Lincolnshire & Rutland Milton Keynes & Buckinghamshire West Sussex
IAG PROJECT INFORMATION	Berkshire Cambridgeshire & Peterborough Leeds Milton Keynes & Buckinghamshire
IAG DIRECTORY	Milton Keynes & Buckinghamshire
INTERACTIVE MAP	Bolton & Bury Lincolnshire & Rutland
INTRANET FOR PARTNERS	Hampshire
JOBSITE LINKS	Berkshire
JOB MATCHING	Hertfordshire
JOB VACANCIES	Hertfordshire Lincolnshire & Rutland
LEARNING OPPORTUNITY INFORMATION	Bolton & Bury Calderdale & Kirklees Cambridgeshire & Peterborough Hertfordshire Lincolnshire & Rutland West Sussex Wiltshire & Swindon

Table 1: WEBSITE CONTENTS (Continued)

LEARNING PROVISION DATABASE	Cambridgeshire & Peterborough
LEARNING DATABASE LINKS	Calderdale & Kirklees
MEMBERS' SECTION	Milton Keynes & Buckinghamshire
NETWORK TRAINING PLAN	Wiltshire & Swindon
NEWS – IAG PARTNERSHIP & OTHER ORGANISATIONS	Cambridgeshire & Peterborough Leeds Milton Keynes & Buckinghamshire
PARTNER/MEMBER INFORMATION	Bolton & Bury Calderdale & Kirklees Cambridgeshire & Peterborough Leeds Milton Keynes & Buckinghamshire Sunderland
PARTNERS BULLETIN BOARD	Cambridgeshire & Peterborough Milton Keynes & Buckinghamshire Wiltshire & Swindon
PROVIDER LINKS	Lincolnshire & Rutland
USEFUL SITES - LINKS	Milton Keynes & Buckinghamshire

WEBSITE CASE STUDIES

Hampshire

"We are particularly proud of a new development – Link2Learn Extra – an Internal Website for partners (i.e. Intranet). The purpose of developing this medium is as a partner communication channel. For example, I used the compressed timescales for the recent Guidance Pilot bid, to elicit feedback on proposals through Link2Learn Extra."

To access Link2Learn Extra – enter website www.Link2Learn, click on EXTRA button on far right tab. The password is 'information'.

Lincolnshire & Rutland

"The website was designed by a local design company called 'Optima'; they employed a copywriter who did much of the research and wrote all of the text. The web-site includes a directory in two formats – location map with a flash facility and an alphabetical list – so that people can locate their nearest provider, details of financial help available for potential learners, job vacancy sites, opportunities in education (local, distance learning) and links to providers."

Lancashire N & W

The NOW! Network Communications Plan 2001/2002 incorporates:

- Developing a web site to provide specific information for target groups.
- Encouraging network members to embrace internet technologies in delivering service.
- Development of a web-based client referral system to track referrals.
- Promotion of access to IAG services via the website and free e-mail accounts.
- The creation of two websites aimed at customers and members. The member's site will act as a tool for communicating with other providers and sharing good practice.

➤ Are there any aspects which you feel have been particularly successful?

Berkshire	<i>The links to other sites offering job opportunities and advice have been well received</i>
Bolton & Bury	<i>We are very pleased with the interactive map and CV writing package</i>
Calderdale & Kirklees	<i>The site is linked to the Learning Web operated by our Lead Partner (the Careers Service) which has meant that providers' course details, maps and information on services are all available</i>
Hampshire	<i>We are particularly proud of a new development – Link2Learn Extra – an Internal Website for partners (i.e. Intranet). (See Case study above)</i>
Hertfordshire	<i>We are achieving 7,000 hits per week</i>
Leeds	<i>We are pleased with the overall design and presentation of the site and also with the easy access</i>
West Sussex	<i>Downloadable CVs, lists of local recruitment agencies</i>

➤ Who was responsible for the design of your website?

Berkshire	Starfish	
Bolton & Bury	Local Company	<i>"The designers also developed the Marketing designs. They do a lot of work for education providers and local projects eg. Commonwealth games. There have been no problems with the designer."</i>
Calderdale & Kirklees	Interactive Solutions	<i>"This was partly dictated by the fact that the site is accessed via the Learning Web and has taken on its identity, although with the addition of the GAIN logo, plus the GAB accreditation logo on the relevant pages."</i>
Cambs & Peterborough	Data Drum	<i>"Put design out to tender."</i>
Hertfordshire	Konnex Ltd	<i>"Problems of inexperience minimised by support of external web building company."</i>
Leeds	Interactive Solutions	
Lincolnshire & Rutland	Optima	See case study above
Milton Keynes & Bucks	Webtastic	
Sunderland	Local Company	
West Sussex	Professional Web Designers	

- Who is responsible for updating the website and how often is updating carried out?
- How do you plan to evaluate your website and how often?

Table 2: Website Updating and Evaluation

PARTNERSHIP	UPDATING	EVALUATION
Berkshire	<ul style="list-style-type: none"> • Careers Information Department of CfBT responsible for maintenance of site. • Basic updating ongoing, major updating on annual basis. 	<ul style="list-style-type: none"> • Informal evaluation so far. • Plan to undertake formal evaluation on annual basis.
Bolton & Bury	<ul style="list-style-type: none"> • Employ a Communications Officer who updates & monitors site. 	<ul style="list-style-type: none"> • Monitoring occurs on monthly basis.
Calderdale & Kirklees	<ul style="list-style-type: none"> • Intended to update every 6 months. • Financial cuts have reduced this to once a year. • Careers Service Information Team update text. • Interactive Solutions update database. 	
Cambridgeshire & Peterborough	<ul style="list-style-type: none"> • Partners update changes to their sections via password system. • News updated monthly. 	<ul style="list-style-type: none"> • Evaluation currently being considered • "Hits" recorded
Hertfordshire	<ul style="list-style-type: none"> • Full-time Information Worker updates site. 	<ul style="list-style-type: none"> • On-line and on-going
Leeds	<ul style="list-style-type: none"> • Administrative Officer regularly updates. 	<ul style="list-style-type: none"> • No plans as yet to evaluate website
Lincolnshire & Rutland	<ul style="list-style-type: none"> • <i>Optima</i> have a contract to maintain and update website on a regular basis. 	<ul style="list-style-type: none"> • In process of considering how to evaluate the website and how often
Milton Keynes & Buckinghamshire	<ul style="list-style-type: none"> • Designer responsible for updating. 'Partner' pages can be updated by partnership. 	<ul style="list-style-type: none"> • Considering evaluation through usage. • Feedback from partners
Sunderland	<ul style="list-style-type: none"> • Maintained by designer. 	
West Sussex	<ul style="list-style-type: none"> • Hosting company paid to update. • Maintenance cycle ensures every section is checked for necessary updates every 2 months. 	<ul style="list-style-type: none"> • Annual evaluation utilising specialist information staff (Careers Adviser)
Wiltshire & Swindon	<ul style="list-style-type: none"> • Network Administrator continually updates. 	

- Who is your newsletter distributed to and how often is it produced?
- Who is responsible for producing the newsletter and how much staff resource is need to produce each issue?

Table 3: Newsletter Distribution and Production

PARTNERSHIP	DISTRIBUTION	PRODUCTION	PRODUCTION RESPONSIBILITY	STAFF RESOURCE
Berkshire	All partnership members Co-ordinators – surrounding areas Other interested parties	Quarterly	Project Manager Project Administrator Local inserts produced by co-ordinators	2 days of Project Manager time
Bolton & Bury	All partnership members, local groups and other relevant organisations	Quarterly	Communications Officer Partner contributions	3 – 4 days of C.O. time
Calderdale & Kirklees	All partnership members including affiliates	Quarterly	Member of Lead Partner’s Information Team	
Cambridgeshire & Peterborough	All partnership and network members, Learning partnerships etc 500 copies in total sent out	Bi-monthly	IAG Administrator Training Co-ordinator (Training section) Manager	2 days per issue
Hertfordshire	All full and associate members 500 copies in total sent out	Bi-monthly	IAG Manager authorises copy Information Officer formats Administrative Officer distributes	
Leeds	All Network members Signposting outlets 500 copies in total sent out	Quarterly	IAG Co-ordinator Administrative Officer	
Lincolnshire & Rutland	All partner delivery staff & managers Signposters Neighbouring partnerships Steering group members	Quarterly	IAGA Development Adviser	
Greater Merseyside	All partner organisations (100 plus) & 200 networked organisations	Quarterly	Partnership Manager Information Co-ordinator	3 days editorial time 3 days preparation and distribution
Milton Keynes & Bucks	All partnership members	Quarterly	Project Manager	Time-consuming

Table 3: Newsletter Distribution and Production (contd)

PARTNERSHIP	DISTRIBUTION	PRODUCTION	STAFF RESOURCE	
Suffolk	All Network members (full & associate)	Quarterly	IAG Administrator compiles articles from IAG Team and wider partnership	Time-consuming
Sunderland	All Network members		In-house production	
West Sussex	All providers and stakeholders	Monthly	IAG Co-ordinator and other staff	See case study below
Wiltshire & Swindon	All network partners and organisations	Quarterly	Network Development co-ordinator Network Administrator	2-3 days
York & N Yorkshire	All delivery staff & associate members Also used as Marketing tool	Termly	Co-ordination Team Mailing via sub-contract External printers	One week
Wakefield	As above	Termly	As above	As above

Case Study – West Sussex

“The amount of time required to produce the newsletter has led to the change from a glossy quarterly to a monthly/not glossy that we can prepare in-house in a much faster time span than the glossy which had to go through endless proofs.”

“It originally was a marketing tool to providers and others as well as a communication device. It will now concentrate on the latter.”

➤ **What is the purpose of your newsletter and what kinds of information does it normally contain?**

Items listed by partnerships included:

- IAG issues/developments update
- Promotion/marketing of partnership and activities/achievements
- Information and articles on local and national IAG initiatives & events
- Local network meeting information
- Partner organisation articles
- Diary dates and forthcoming events
- New partner information
- Accreditation news
- Dissemination of information to front-line workers
- Training event information
- Sharing of information relating to learning and work
- Business Plan progress
- Mystery shopping activity results
- Statistics
- Labour market information
- Case studies eg. local learners
- To demonstrate examples of good practice
- LMI information

➤ **Does your partnership operate a telephone hotline? If so what services do you offer through this?**

Examples of telephone hotline services include:

- 0800 telephone referral points providing central signposting service and enabling members of the public to contact IAG adviser. (Bolton & Bury, Hertfordshire)
- Joint 0800 telephone signposting line with the LSC enabling organisations to find out about their nearest IAG office. (Hereford & Worcester)
- Telephone hotline operated by the Careers Guidance adult team used by clients for Initial information and appropriate referral. (Leeds)

Other respondents mentioned the existence of other telephone services such as LearnDirect and the TAP Learning Helpline which they felt it was pointless to replicate.

Case Study – Calderdale & Kirklees

Our partnership does not itself operate a telephone helpline. However, the Lead Partner's Telephone service, The Learning Line, receives all enquiries from the public about GAIN/IAG partnership services. Partnership publicity makes clear that the helpline is operated by the Careers Service, who provide an independent referral and signposting service. Staff working on the helpline have received training in signposting and about the GAIN Partnership from its staff. Whilst clients are referred elsewhere, especially for in-depth guidance and for specialist services, information and advice can be provided on the phone.

Case Study - Now! - Lancashire N & W

In 2000 a free phone telephone line was installed which provides customers with a range of choices on IAG services. This line has not been promoted to customers although it is included on all now! materials. The line will be promoted as an integral aspect now! Direct – providing customers with 'direct' access to services via the telephone.

Appendix 1 – Methods of Communication

METHODS OF COMMUNICATION				
PARTNERSHIP AREA	NEWSLETTER	WEBSITE	WEBSITE UNDER CONSTRUCTION	WEBSITE PART OF ANOTHER SITE
Barnsley Doncaster & Rotherham	◆	◆		
Berkshire	◆	◆		
Birmingham & Solihull		◆		
Bolton and Bury	◆	◆		
Bournemouth, Dorset & Poole	◆	◆		
Bristol	◆			
Calderdale & Kirklees	◆	◆		
Cambridgeshire & Peterborough	◆	◆		
Cornwall & Devon	◆	◆	◆	
Coventry & Warwickshire	◆	◆		
Cumbria		◆		
Dudley	◆	◆		
Durham	◆	◆		
Essex	◆	◆	◆	
Gloucestershire	◆	◆		
Gloucestershire South				
Hampshire	◆	◆		
Herefordshire & Worcs				
Hertfordshire	◆	◆		
Lancashire N & W	◆	◆		
Leeds	◆	◆		
Leicester & Leics	◆	◆		
Lincolnshire & Rutland	◆	◆		
Lincolnshire North	◆			
Lincolnshire North East	◆	◆		
London Central	◆	◆		
London North	◆	◆		
London South	◆	◆		
London South Central	◆	◆		
Manchester	◆	◆	◆	
Greater Merseyside	◆	◆		
Milton Keynes & Bucks	◆	◆		
Norfolk	◆	◆		
Northampton	◆			Part of LLP site
Notts, Greater	◆	◆		
Oldham				
Oxon	◆	◆		
East Riding		◆		
Rochdale		◆		
Sandwell		◆		
Sheffield	◆			Part of Careers Service Site

METHODS OF COMMUNICATION – (contd)

PARTNERSHIP AREA	NEWSLETTER	WEBSITE	WEBSITE UNDER CONSTRUCTION	WEBSITE PART OF ANOTHER SITE
Somerset	◆			
Somerset North	◆	◆		
Staffordshire	◆	◆		
Suffolk	◆			Will be part of Suffolk Learning Partnership site
Sunderland	◆	◆		
Surrey		◆		
Sussex East		◆		
Sussex West	◆	◆		
Tees Valley	◆	◆		
Tyneside	◆	◆		
Wakefield	◆	◆	◆	
Wigan	◆	◆	◆	
Wiltshire & Swindon	◆	◆		
Wolverhampton	◆	◆		
York & N Yorkshire	◆	◆	◆	

Organisational Structure

➤ What legal entity hosts your IAG Partnership?

		%
Careers Service Company	41	73
Connexions	7	12.5
County Council	2	3.5
Learning Partnership hosted	1	2
FE College hosted	1	2
Careers Service + Connexions	1	2
Other	3	5

Table 1: Partnership Host Legal Entities

CAREERS SERVICE COMPANY HOSTED PARTNERSHIPS	
Barnsley, Doncaster & Rotherham	Lifetime Careers
Bolton & Bury	Lifetime Careers
Rochdale	Lifetime Careers
Wiltshire & Swindon	Lifetime Careers
Berkshire	CfBT Advice and Guidance
Birmingham & Solihull	Birmingham & Solihull Careers & Education Business Partnership
Bournemouth, Dorset & Poole	Dorset Careers
Calderdale & Kirklees	Calderdale & Kirklees Careers Service Partnership Ltd
Cambridgeshire & Peterborough	Cambridgeshire Careers Guidance
Coventry & Warwickshire	Quality Careers Services Limited
Dudley	Prospects
London North	Prospects
London South	Prospects
Sandwell, W. Midlands	Prospects
Wolverhampton	Prospects
Durham	County Durham Careers Service
Essex	Essex Careers & Business Partnership Ltd
Hampshire	VT Southern Careers Ltd
Herefordshire & Worcestershire	Hereford & Worcester Careers Service
Hertfordshire	Hertfordshire Careers Services Ltd
Lancashire N & W	Careerlink
Leeds	Leeds Careers Guidance
Leicestershire	Leicestershire Careers & Guidance Services Ltd
Lincolnshire North	The Humberside Partnership
Lincolnshire North East	The Humberside Partnership
London Central	Capital Careers

CAREERS SERVICE COMPANY HOSTED PARTNERSHIPS (continued)	
London South Central	London South Bank Careers
Milton Keynes & Buckinghamshire	Buckingham Careers Services
Norfolk	Norfolk Careers Service
Northamptonshire	Careerpath Northants Ltd
Nottinghamshire	Guideline Career Services Ltd
Oldham	Oldham Careers Service Partnership
East Riding	The Humberside Partnership
Somerset	Somerset Careers Ltd
Staffordshire	Staffordshire Careers
Surrey	Surrey Careers
Sussex East	Sussex Careers Services
Sussex West	West Sussex Careers
Tees Valley	Future Steps Ltd
Tyneside	Tyneside Careers Partnership
Wigan	Wigan Careers Services Ltd

CONNEXIONS HOSTED PARTNERSHIPS	
Bristol	Connexions West of England
Gloucestershire South	Connexions West of England
North Somerset	Connexions West of England
Cornwall & Devon	Connexions Cornwall & Devon
Cumbria	Connexions Cumbria
Lincolnshire & Rutland	Connexions Lincolnshire & Rutland
Greater Merseyside	Greater Merseyside Connexions Partnership

COUNTY COUNCIL HOSTED	
Gloucestershire	Gloucestershire LEA
Suffolk	Suffolk County Council, Community Education

FURTHER EDUCATION COLLEGE HOSTED	
Sunderland	FE College

LEARNING PARTNERSHIP HOSTED	
Sheffield	Sheffield First for Learning

CAREERS COMPANY & CONNEXIONS HOSTED	
Oxfordshire	CfBT Advice & Guidance + Connexions

OTHER	
Manchester	Manchester Enterprises Ltd (see * below)
Wakefield	Guidance Enterprises Group Ltd
York & N Yorkshire	Guidance Enterprises Group Ltd

*Manchester Enterprises Ltd is a private not-for-profit company limited by guarantee. It constitutes those elements of Manchester TEC which did not fit into the LSC transition. It is a group of specialist companies dedicated to the economic development of the area, including the Careers Partnership, MIDAS, IT base, Chamber Business Enterprises, Manchester City Pride Education Business Partnership, Skills Solution and the Employment Generation Partnership.

HOSTING ARRANGEMENTS – ADVANTAGES AND DISADVANTAGES

- **What are the advantages of your current hosting arrangements? Are there any disadvantages?**

CASE STUDIES – CAREERS SERVICE COMPANY HOSTING

ADVANTAGES:

Case Study 1 – Berkshire

“Berkshire IAG’s Lead Body is CfBT Thames Careers Guidance. CfBT also leads in West London and Oxfordshire so we are now working hard to bring together policies and procedures and to increase the benefits of CfBT’s hosting eg. training, brokerage, common personnel practices etc.”

Case Study 2 – Calderdale & Kirklees

“Partnership staff feel that there are several advantages to our current hosting arrangements. Our Careers Service is generally held in high regard, and has a long established adult guidance service. GAIN has been able to draw on Careers Service relationships and resources. This has been especially beneficial in relation to the provision of information, but GAIN has also gained access to other Careers Service corporate services. Given that our Lead Partner recognises that they should not dominate the Partnership, and respects the rights of other partners, as yet there have been no significant disadvantages.”

Case Study 3 – Cambridgeshire & Peterborough

“Advantages include:

- a) Structure – including financial staff support.*
- b) Access to information.*
- c) Geographically covers the whole of the IAG area.*
- d) Long history of working with others.”*

Case Study 4

“Having just changed Hosts from the Chamber/TEC to the Careers Service, I can report that the latter is the better host. At present there are no disadvantages, the advantages are derived from the much better understanding of guidance services.”

OTHER ADVANTAGES OF CAREERS SERVICE HOSTING MENTIONED INCLUDE:

- **Impartiality.**
- **IAG is the core business of the company.**
- **Location & facilities**
- **IT support**
- **Training and management**
- **Financial support**

DISADVANTAGES:

Case Study 1

" . . . the current focus of the company on Connexions and the consequent reduced priority for IAG partnership matters. Local operational issues have had an adverse impact – relocation of premises – vacant senior management posts."

Case Study 2

"Our Careers Service is a generous (if fairly disinterested host). The disadvantages are that the Careers Service expect us to do their work (they don't act as a partner), they do not communicate where IAG fits into management or staff structures which leads to local management denying the IAG staff access to certain services ie reception won't take messages for them, no storage provided etc. Also, the obvious complaint is that partners identify IAG with Careers."

- *There is a tendency to think that the Careers Company = the whole of IAG rather than being one of many providers.*
- *Sometimes play an over dominant role in decision-making for the Network."*

CASE STUDIES – CONNEXIONS HOSTING

ADVANTAGES:

Case Study 1

"Advantages of this are:

- *An infrastructure that is geared up to IAG*
- *Resources of the organisations readily available (IT equipment, stationery, finance systems, client recording system)*
- *Network of providers and information"*

Other advantages mentioned:

- *Connexions hosting has enabled a "synergy with the development of the Connexions Service".*

DISADVANTAGES

- Occasional conflict of interest

CASE STUDY – COUNTY COUNCIL HOSTING

". . . the advantage of being hosted by the County Council is that it does re-enforce our role in lifelong learning. One possible disadvantage is that we could be seen to be too close to our main provider of IAG services and both sides are at pains to retain a certain amount of 'arms length' in order to prove impartiality."

- ***Is your host legal entity like to change in the near future? If so, what are the reasons for this change?***

The majority of respondents to questionnaire two did not anticipate a change in their hosting arrangements in the near future. Any changes which were likely to occur related to the emerging Connexions Service.

Case Study

"Uncertainty with regard to Connexions, although all public announcements are that we will have a "Connexions plus" company, including not just the IAG Partnership but Adult Guidance, EBLO and the contract for learndirect (HUB)."

RELATIONSHIPS WITH THE LEARNING PARTNERSHIP & THE LSC

- **What is your relationship of your IAG to the Learning Partnership?**
- **How are your working relationships developing with the LSC?**

CASE STUDIES - GOOD RELATIONSHIPS

- *"Our relationship to our TEC was very close and has remained so with the LSC. It is bringing a greater degree of structure to IAG."*
- *"Our relationship with the Learning Partnerships is excellent. I really feel that we are connecting with and supporting their initiatives and are a valued member of task groups."*
- *"Relationships with LSC are good. Staff with responsibilities for IAG have been involved since development phase. The Executive Director has expressed interest in/support to the IAG Partnership."*
- *"The Learning Partnerships are represented on the Steering Group, as is the LSC. I can contact the contract manager at the LSC at any time."*

RELATIONSHIPS STILL EVOLVING

- *"Working relationships with the LSC are at an early stage. Whilst in some respects they seem to want to be flexible they also want to have more direct involvement in, and control of our activities than was the case with the DfES and with our local TEC. We do not yet fully understand the parameters of the relationship and our Advisory Group has requested a meeting with LSC staff to discuss how the LSC wish to operate, and to try and influence this."*

- *"There are links from the Network to the Steering Group and the Learner Support sub group of the Learning Partnership. LSC at present are on a 'fact finding' mission on partnerships in the region."*
- *"Our relationship is good, although they are on a steep learning curve. My only complaint would be that they are being too prescriptive without fully understanding the needs of the partnership."*

OTHER COMMENTS

- *"Our partnership is now coterminous with LSC at their request. Involvement has been supportive, if distanced at present. VAT issue did cause some strain."*
- *"We have two LLPs ". . . "Our main tussle is the LSC, Careers Service, LLP three-way attempt to control the decision making process."*

Staffing and Organisational Roles

➤ Please describe the posts within your central IAG partnership

Table 1: Central IAG Partnership Team

NAME OF IAG PARTNERSHIP	CENTRAL IAG PARTNERSHIP TEAM	
	JOB TITLE	ROLE/ADDITIONAL DETAILS
BARNSELY, DONCASTER & ROTHERHAM	IAG Co-ordinator	Full Time
	Quality Standards & Staff Development Adviser	Full Time
	Community Resources Adviser	Full Time
	Administrator	Full Time
	Provider Staff	Part Time – Contribution towards approx 1 day per week of provider staff time
	Network Co-ordinators x 3	Part Time – each covering a particular geographical area
BERKSHIRE	Project Manager	Funded by IAG, seconded from Careers Service
	Project Co-ordinator	Part Time – funded by IAG & based in Careers Service
	IAG Co-ordinators x 5	Employed on behalf of six learning partnerships by a range of organisations, funded through IAG
BIRMINGHAM & SOLIHULL	Co-ordinator	Full time equivalent (Birmingham)
	Development Officers x 4	0.25 (Birmingham)
	Development Officer	Birmingham/Information
	Co-ordinator	Solihull/Guidance
	Development Officer	Solihull/Information
	Administrative support	2.5 equivalent
BOLTON & BURY	IAG Co-ordinator	
	Communications Officer	Co-ordinating provision of information resources, producing newsletter, directory and website
	Administration Officer	Supporting all functions of the partnership
	Community Advisers x 2	Delivery of I & A in a range of community based settings and with partners

NAME OF IAG PARTNERSHIP	CENTRAL IAG PARTNERSHIP TEAM	
	JOB TITLE	ROLE/ADDITIONAL DETAILS
BOURNEMOUTH, DORSET & POOLE	Network Co-ordinator	Budget control, business planning and reporting, marketing, line management of team staff
	Administrative Assistant	Minutes of meetings, training support and admin, general clerical support to team
	Info and Opportunities Advisers x 5	Based in Dorset Careers branches doing majority of IA delivery
	Outreach IOAs x 2.5	Operating sessions in partner locations across area, esp. out of office hours
	Information Co-ordinator x .5	Setting up and maintaining information outlets and co-ordinating Management Information, referral documentation and database set up
	Quality Development Adviser	Consultancy on GCOS and delivery/ co-ordination of training both general and NVQ candidates
BRISTOL	Contract Manager	DfES liaison re: contracts Part-funded (1/4 salary)
	Network Co-ordinator	
	Network Support Worker	Support to members Recruitment of new members Market network
	Project Assistant	Runs Administrative function
BUCKS & MILTON KEYNES	Project Manager	Strategy, report writing, marketing, attendance at steering groups, bid writing, managing staff
	Project Co-ordinators x 3	Networking, accreditation, training for partnership, attendance at working groups, managing delivery
	Outreach Development Co-ordinators x 3	Delivering information & advice, liaising with community organisations
	ASSIST Advisers x 2	Part-time Information & Advice Delivery
CALDERDALE & KIRKLEES	IAG Co-ordinator x .5	Overall management of the contract
	Development Workers x 2	Covering two geographical areas. Provide a support service to organisations and promote the Partnership, especially in the voluntary/community sector
	Administrative support x .5	Admin support, organisation of training
	Information Specialist x .5	Provides information support to members, writes 'adult' information
CAMBS & PETERBOROUGH	Manager	90% IAG funded
	Training Co-ordinator	80% IAG funded
	Administrator	100% IAG funded

NAME OF IAG PARTNERSHIP	CENTRAL IAG PARTNERSHIP TEAM	
	JOB TITLE	ROLE/ADDITIONAL DETAILS
CORNWALL & DEVON	Adult Guidance Partnership Manager	
	Information Support x .5	
	Assistant Contract Administrator x .5	
	Partnership Training Co-ordinator	To be appointed
	Website/Information Co-ordinator	To be appointed (ESF funded)
	Local Network Co-ordinators x 10	Some part-time
	Information & Advice Workers	ESF Funded
	Community Guidance Advisers	
COVENTRY & WARWICKS	IAG Co-ordinators x 2	
	Administrator	20 hours per week
	Administrator	30 hours per week
CUMBRIA	IAG Co-ordinator	
	Training & Quality Co-ordinator	
	Administrative Assistant	22 hours
DUDLEY	IAG Co-ordinator	Responsible for Business Plan, Management and Networking
	Quality Development Adviser	Guidance standards development, outreach (advice)
	Administration	Part-time
DURHAM	IAG Co-ordinator	Business Plan preparation Business Plan delivery
	IAG Advisers x 6	Delivery of advice episodes Network development Specific development eg. Website, support for organisations going for GCQS, training/information events
ESSEX	IAG Manager	Leads the project; undertakes audit of provision, writes Business Plan, writes Quarterly Monitoring Reports, Collates MI, Staff Appraisals, Budget Setting, Delivery Contracting, Project Bid Management, CDL Contract Management, Resources allocation/delivery; Marketing of Network (including PR), Development of Website

NAME OF IAG PARTNERSHIP	CENTRAL IAG PARTNERSHIP TEAM	
	JOB TITLE	ROLE/ADDITIONAL DETAILS
ESSEX (Ctd)	IAG Development Co-ordinator	Expands the network; co-ordinates Partnership Network/referral systems; updates network directory; writes newsletters, develops front-line staff training; arranges Guidance Council Workshop Programme; arranges GC/GAB Consultancy Programme.
	IAG Administrative Assistant	Maintains provider database, website, budget record, general admin support
GLOUCESTERSHIRE	IAG Co-ordinator	Oversees project – providing lead on quality/contracts/service delivery – also leads on range of external projects through County Council ACET dept
	Service Development Officer	Responsible for all information services, network of careers libraries and information points, marketing, community development
	Staff Development Officer	Training of partnership staff
GLOUCESTERSHIRE SOUTH	IAG Co-ordinator x 0.75	
	Network Information Adviser x 0.5	IA delivery (where no existing provision) and networking
	Administrative support x 0.4	
HAMPSHIRE	IAG Manager	
	Marketing Manager	
	IAG Secretary	
	Administrator/Finance (part-time)	
HEREFORDSHIRE & WORCESTERSHIRE	IAG Network Co-ordinator	Management of contract, liaison with LSC, DfES, partners, providers and other external organisations.
	Network Development Officer	Quality improvement and training within network
	Information/Administrative Assistant	Responsible for setting up information points/general IAG admin.
HERTFORDSHIRE	IAG Manager	
	IAG Contracts Administrator	
	Community Development Worker P/T	
	Marketing Manager P/T	
	Information Officer	
LANCASHIRE N & W	Manager Business Specialist Business Co-ordinator Business Co-ordinator P/T Business Administrator	Quality and Staff Development Events Communications Customer Care

NAME OF IAG PARTNERSHIP	CENTRAL IAG PARTNERSHIP TEAM	
	JOB TITLE	ROLE/ADDITIONAL DETAILS
LEEDS	IAG Co-ordinator	Co-ordinating information, advice and complementary guidance services across the network. Encouraging new members into the network and distributing resources as specified in Business Plan
	IAG Information Officer	Maintaining careers information resources at 30 sites set up in the community, providing training support and encouragement to work towards the standards. Maintaining website. Providing careers support to IAG Advice Workers
	IAG Administrative Officer	Supporting role to above posts
	Advice Workers x 7	Employed by Leeds Careers Guidance but funded by IAG network and based with network members in the community.
LEICS & LEICESTER	IAG Co-ordinator	
	IAG Development Advisers x 3	Development work with organisations in their geographical areas. Functional specialisms eg. Training, quality standards, resources
	IAG Advisers – Peripatetic x 2	
	IAG Advisers x 2	Working through Leicestershire Careers
	Administrative Assistants x 1.5	
LINCOLNSHIRE & RUTLAND	IAGA Project Manager/ co-ordinator	
	IAGA Development Adviser	Supporting co-ordinator, ensuring partner organisations have the necessary resources and support from Guidance Council, organising network meetings etc.
	Administrative Assistant	All administrative tasks associated with IAG
	Deliverers 2 x p/t	
	Training Officer	Employed by Connexions but with an IAG training brief
LINCOLNSHIRE NORTH	IAG Network Co-ordinator	
	IAG Outreach Worker	
	IAG LMI Information Officer P/T	
	Clerical Assistant P/T	
LINCOLNSHIRE NE	Network Co-ordinator	
	Outreach Workers	Based in the community, also responsible for updating LMI

NAME OF IAG PARTNERSHIP	CENTRAL IAG PARTNERSHIP TEAM	
	JOB TITLE	ROLE/ADDITIONAL DETAILS
LONDON CENTRAL	IAG Project Manager	
	IAG Quality and Training Adviser	
	IAG Administrative Assistant	
LONDON NORTH	Manager	
	Training and Quality Manager	
	Development Workers x 2	
	Development Worker	Quality & Projects
	Administrator P/T	
	Part-funded posts:	
	Information Officer	
	Outreach Workers 0.4, 0.6	Waltham Forest
	Level 3 staff	Provide funding to main IAG providers for approx 6 x 0.5 Level 3 staff
LONDON SOUTH	Partnership Manager	
	Quality & Training Co-ordinators x 2	
	Delivery & Development Workers x 6	I & A Delivery
	Administrator	
	Information Resources Support Worker	
LONDON SOUTH CENTRAL	IAG Partnership Co-ordinator	
	Contacts and Co-ordination Manager	
	Project Assistant (Co-ordination)	
	Project Assistant (Contracts)	Funded through ESF
MANCHESTER	Contract Manager (50%)	
	Area Co-ordinator	
	Quality and Training Co-ordinator	
	Systems Administrator	
GREATER MERSEYSIDE	Partnership Manager	
	Co-ordinators x 3	Covering geographical areas and functions
	Administrative Assistant	
NORFOLK	Manager	
	Network Co-ordinators/Local Adviser 5.2 FTE	
	Quality Co-ordinator x 0.5	
NORTHAMPTONSHIRE	Network Co-ordinator	

NAME OF IAG PARTNERSHIP	CENTRAL IAG PARTNERSHIP TEAM	
	JOB TITLE	ROLE/ADDITIONAL DETAILS
NORTHAMPTONSHIRE (Ctd)	Research/Information Worker Administrator x 0.5	
	Area Development Workers x 4	Partner support and project development in particular geographical area plus an issue brief from: <ul style="list-style-type: none"> • Health and disability • Minority ethnic communities • Rural isolation • Unemployed/underemployed males
NOTTINGHAMSHIRE GREATER	Project Manager	
	Project Administrator	Collation of MI, budget, minutes etc
	Training Co-ordinator P/T	Organises partnership learning/networking events and accredited training needs analysis
	Quality Co-ordinator	Supports partners through accreditation
	Information Research and Development Co-ordinator	Staffs hotline, carries out information searches for clients and partners, awareness raising and support with resources
	Third Age Project Co-ordinator	
	Drop-in Support staff (Saturday morning)	
OLDHAM	Partnership Manager	Co-ordination and expansion of network (8 full members and 10 Associate members) and working with partners towards accreditation against Quality Standards
OXON	Partnership Manager	
	Administrator x 0.5	
	Partnership Co-ordinator x 0.8	
EAST RIDING	IAG Co-ordinator	Manages IAG Project under supervision of contract manager
	Outreach Learning Advisers x 4	Provide information and advice in a variety of settings
	Information Assistant	Provides information and support to outreach Learning Advisers & IAG Co-ordinator
	Information Manager	Jointly funded with Hull IAG to develop resources
ROCHDALE	IAG Co-ordinator Outreach Partnership Advisers x 1.5 Administrative Support x 0.5	

NAME OF IAG PARTNERSHIP	CENTRAL IAG PARTNERSHIP TEAM	
	JOB TITLE	ROLE/ADDITIONAL DETAILS
SANDWELL	IAG Co-ordinator	
	Network Development Adviser	
	Quality Development x 0.5	
SHEFFIELD	IAG Co-ordinator	
	IAG Network Liaison Officer	
	Peripatetic Advice Workers x 2	
	Network Administrator	
	10 days of Learning & Business Dev. Manager's time	
	Careers Advisers	Deliver NVQ training, produce Bulletin, Front-line training
SOMERSET	SIGN Co-ordinator	Preparing and ensuring implementation of Business Plan
	Administrator	Assisting Co-ordinator in all aspects of ensuring Business Plan targets are met
	Network Development Worker P/T	Temporary 3 month contract
	Delivery Staff x 10	Based in Careers, Colleges and Community Education
SOMERSET NORTH	Co-ordinator P/T	30 hrs/wk term time 22 hrs/wk school holidays
	Information Adviser P/T	22 hrs/wk
	Administrative Assistant P/T	7.5 hrs/wk
STAFFORDSHIRE	Co-ordinator	Writing/Delivering Business Plan Strategic Role Sits on various linked initiatives Boards Various other tasks
	Quality & Training Co-ordinator	Quality and Training (including accreditation)
	Contracts Manager	Contract/Project Management working with organisations receiving funding. Wider remit, working with the network
SUFFOLK	Manager F/T	
	Co-ordinator F/T	
	Administrator x 0.8	
SURREY	Network Manager	
	Information Assistant	
	Community Co-ordinator	
	Quality Assurance Co-ordinator	

NAME OF IAG PARTNERSHIP	CENTRAL IAG PARTNERSHIP TEAM	
	JOB TITLE	ROLE/ADDITIONAL DETAILS
SUSSEX EAST	Training & Support Manager	Working at NVQ Centre overseeing 15 trainee guidance workers
	Quality Assurance P/T	
	Information Officer P/T	
SUSSEX WEST	IAG Co-ordinator	
	IAG Community Adviser x 2.5	
	IA Workers	Part-funded by IAG (employed by other agencies)
TEES VALLEY	IAG Co-ordinator	
	Quality Improvement Adviser	Support to partners in gaining and maintaining accreditation
	Administrative Assistant	
TYNESIDE	IAG Co-ordinator	
	Administrative support	
	NVQ Trainer/Assessor	
	Quality Systems Adviser	
	Development Workers x 4	Raising awareness of IAG Services locally and nationally, offering IA in a range of outreach settings including libraries and ES offices
	Information Officer	Responsibility for website and intranet, Network Directory and partnership resource bank
WAKEFIELD	IAG Programme Manager P/T	
	IAG Programme Assistant P/T	
	IAG Clerk P/T	
	IAG Senior Adviser P/T	Helps with 'on-the-ground' running of area network groups/co-ordinating partners etc
WIGAN	Partnership Co-ordinator	Partnership Development
	Administrative Worker	Supports partnership
	Community Development Worker	Delivery of information and advice, supports organisations in gaining accreditation, focus groups, client needs analysis
WILTSHIRE & SWINDON	Network Co-ordinator	Staff budget network, quality management etc
	Network Administrator	Administrative support
	Network Development Co-ordinator	Developing the range of organisations to join network. Supporting accreditation Recruiting and supervising volunteers
	Learning Advisers	Outreach delivery of Information and Advice
WOLVERHAMPTON	Co-ordinator	
	Quality Development Adviser	

NAME OF IAG PARTNERSHIP	CENTRAL IAG PARTNERSHIP TEAM	
	JOB TITLE	ROLE/ADDITIONAL DETAILS
YORK & N YORKSHIRE	IAG Programme Manager P/T	
	IAG Programme Assistant P/T	
	Clerk P/T	

SUMMARY OF RANGE OF IAG CO-ORDINATOR ROLES

- Overall management of contract
- Overseeing Quality issues
- Networking and expansion of the Network
- Managing and co-ordination of delivery
- Liaison with LSC, DfES, partners, providers and other external organisations
- Accreditation
- Budget control
- Business planning and reporting
- Writing and delivery of Business Plan
- Marketing
- Line management of team staff
- Staff appraisal
- Updating directory
- Writing newsletter
- Development of staff training
- Co-ordination of GC workshop and consultancy programmes
- Co-ordination of Partnership Network/referral systems

SUMMARY OF IAG MANAGER ROLES

(where partnerships have both a Manager and Co-ordinator)

- | | |
|--------------------------------------|-------------------------------|
| ➤ DfES Liaison re: Contracts | Collation of MI |
| ➤ Strategy | Budget setting |
| ➤ Writing of Business Plan | Delivery contracting |
| ➤ Report writing | Resources allocation/delivery |
| ➤ Marketing | Website development |
| ➤ Attendance at Steering Groups | |
| ➤ Project Bid Management/Bid writing | |
| ➤ Managing staff/staff appraisals | |
| ➤ Auditing provision | |

Table 2: Partnership Sub-Committees

PARTNERSHIP AREA	NAME OF SUB-COMMITTEE	ROLE/DESCRIPTION
Barnsley Doncaster & Rotherham	<ul style="list-style-type: none"> • Executive Group 	<ul style="list-style-type: none"> • Acts as a steering group and completes actions commissioned by the Management Board and network members.
Berkshire	<ul style="list-style-type: none"> • Management Group 	
Birmingham & Solihull	<ul style="list-style-type: none"> • Steering Group • Steering Sub-Group 	<ul style="list-style-type: none"> • Strategy/policy • Implementation of Strategy. Represented by all key stakeholders in Birmingham & Solihull.
Bolton and Bury	<ul style="list-style-type: none"> • Quality Sub-Group • Marketing & Communications Sub-Group 	<ul style="list-style-type: none"> • To consider CQI of accredited partners. • Development of marketing and communications strategies.
Bournemouth, Dorset & Poole	<ul style="list-style-type: none"> • Guidance Forum • Management Group 	<ul style="list-style-type: none"> • Network reports to Lifelong Partnership. • Policy and Control
Bristol	<ul style="list-style-type: none"> • Steering Group 	<ul style="list-style-type: none"> • Membership made up of college, Connexions WoE Adult Services, E.S., Community Education, Library Service and 4 vol/comm. Sector organisations
Calderdale & Kirklees	<ul style="list-style-type: none"> • Advisory Group 	<ul style="list-style-type: none"> • Approval of business plan, funding decisions, including all sub-contracting arrangements for delivery funding
Cambridgeshire & Peterborough	<ul style="list-style-type: none"> • IAG Management Board • Information Sub-Group • Training Sub-Group • Vol & Comm Sub-Group 	<ul style="list-style-type: none"> • Reports to both Learning Partnerships
Cornwall & Devon	<ul style="list-style-type: none"> • Working Groups 	<ul style="list-style-type: none"> • Monitoring and evaluation • Information • Marketing • Training & CPD
Coventry & Warwickshire	<ul style="list-style-type: none"> • Steering Group • Marketing Sub-group • Training Sub-Group 	
Dudley	<ul style="list-style-type: none"> • Funding • Contracting Services • Marketing 	

PARTNERSHIP AREA	NAME OF SUB-COMMITTEE	ROLE/DESCRIPTION
Durham	<ul style="list-style-type: none"> • IAG Steering Group 	<ul style="list-style-type: none"> • Sub-group of LLP, has overall control of direction of IAG activities, ensuring consistency with LLP plan and reporting of progress
Essex	<ul style="list-style-type: none"> • Marketing • IT • Connexions • Libraries • Information • Training 	
Gloucestershire	<ul style="list-style-type: none"> • IAG Service Dev. Group • IAG Staff Dev. Group • IAG Website Group • IAG Quality Teams x 2 	<ul style="list-style-type: none"> • Information/advice delivery, marketing & publicity. • Training/qualifications • Website/on-line materials • CQI and Guidance Council Standards.
Herefordshire & Worcs	<ul style="list-style-type: none"> • Quality and Training Group • Marketing 	<ul style="list-style-type: none"> • Training and Quality
Lancashire N & W	<ul style="list-style-type: none"> • Management Team 	<ul style="list-style-type: none"> • Strategic management of network, made up of members from the accountable body, the local LSC and representatives of the network
Leeds	<ul style="list-style-type: none"> • Information Sub-Group 	<ul style="list-style-type: none"> • Previously involved in setting up 30 information points in community with appropriate resources
Leicester & Leics	<ul style="list-style-type: none"> • Operational Management Group of Steering Group 	
Lincolnshire North East	<ul style="list-style-type: none"> • IAG Steering Group • LMI Group 	<ul style="list-style-type: none"> • Looking at how LMI can be adapted from Hull information for use on the South Bank
London North	<ul style="list-style-type: none"> • Information Working Group • Network Quality Group • Marketing Group 	<ul style="list-style-type: none"> • Review, analyse need, and identify/produce information materials • Support Information Officer in audit and provision of information resources • Continuation from the QS workshops, to review maintain and develop network policies and practices in line with ongoing requirements of QS • One-off work on Marketing Plan (using partners' expertise)

PARTNERSHIP AREA	NAME OF SUB-COMMITTEE	ROLE/DESCRIPTION
London South	<ul style="list-style-type: none"> • IAG Sub-Group – Steering Group 	
London South Central	<ul style="list-style-type: none"> • Steering Group • Operations Group • Quality development Sub-Group • Marketing Group 	<ul style="list-style-type: none"> • Oversees progress in contract delivery
Manchester	<ul style="list-style-type: none"> • Steering Group • Lifelong Learning Partnerships 	
Greater Merseyside	<ul style="list-style-type: none"> • Strategic Management Group • Sub-Committees: <ul style="list-style-type: none"> - Delivery Funding - NVQ Tender Appraisal/Contract Monitoring • Various Quality sub-groups at Partnership Network Level 	
Norfolk	<ul style="list-style-type: none"> • Referral • CQI • Information 	
Northampton	<ul style="list-style-type: none"> • Management Ctee (Steering Group) • Network Group 	
Notts, Greater	<ul style="list-style-type: none"> • Operational/Practitioners Group: CQI 	
Oxon	<ul style="list-style-type: none"> • Management Group • Advisory Group • Practitioner Group 	
Rochdale	<ul style="list-style-type: none"> • Learning Partnership • Working Group 	Steering group for IAG
Sandwell	<ul style="list-style-type: none"> • Quality Development Group • Marketing & Information Group 	
Sheffield	<ul style="list-style-type: none"> • Gateways to Learning Steering Group (Wider Network). • LIAG Steering Group (contracted deliverers) 	

PARTNERSHIP AREA	NAME OF SUB-COMMITTEE	ROLE/DESCRIPTION
Somerset	<ul style="list-style-type: none"> • Working Groups: Quality & Training • Promotions & Marketing • Referrals 	
Somerset North	<ul style="list-style-type: none"> • Steering Group only 	
Staffordshire	<ul style="list-style-type: none"> • IAG Management Board 	
Suffolk	<ul style="list-style-type: none"> • Training • Quality • Communications 	<ul style="list-style-type: none"> • After the first full year of IAG operation decision made to convene groups as and when there has been a specific need.
Sussex East	<ul style="list-style-type: none"> • Networking & Referral 	
Tees Valley	<ul style="list-style-type: none"> • IAG Steering Group • Referral Group • Quality & Training Group • Brockton Learning Shop • Steering Group • Redcar & Cleveland Steering Group 	
Tyneside	<ul style="list-style-type: none"> • Steering Group • Partnership Group 	<ul style="list-style-type: none"> • Sector representatives from FE, HE, Careers, HE, Community Education, Economic Development, Com/Vol sector • All accredited partners and those working towards plus E.S., TUC. Quarterly meetings plus 4 whole network get-togethers
Wigan	<ul style="list-style-type: none"> • CQI Development Group • Training & Funding Development Group 	<ul style="list-style-type: none"> • Mystery shopping/referral/client feedback • Representatives of organisations who report to the Business Meeting on the direction of training & funding
Wiltshire & Swindon	<ul style="list-style-type: none"> • Local Steering Groups 	<ul style="list-style-type: none"> • For each of the local learning partnership areas
Wolverhampton	<ul style="list-style-type: none"> • Marketing • Basic Skills • Strategy/Development 	
York & N Yorkshire	<ul style="list-style-type: none"> • Local Network Groups 	

Table 3: Task Groups

PARTNERSHIP AREA	NAME OF TASK GROUP	ROLE/DESCRIPTION
Bournemouth, Poole & Dorset	<ul style="list-style-type: none"> • Various fixed lifetime and on-going Task Groups 	<ul style="list-style-type: none"> • Marketing • Specific event planning & management • Development projects eg: <ul style="list-style-type: none"> - video conferencing - development of services to clients with learning disabilities) • Training Group
Bristol	<ul style="list-style-type: none"> • Funding/Grants Panel 	<ul style="list-style-type: none"> • Grant round decisions, rotating members
Calderdale & Kirklees	<ul style="list-style-type: none"> • Mystery Shopping • Client Feedback • CQI • Publicity • Referral • GAIN Helpdesk 	<ul style="list-style-type: none"> • Advice provision by 8 members in a busy local Job Centre
Cornwall & Devon	<ul style="list-style-type: none"> • Monitoring & Evaluation • Information • Marketing • Training & CPD 	
Cumbria	<ul style="list-style-type: none"> • Quality • Marketing & Publicity 	<ul style="list-style-type: none"> • Convene as and when required
Dudley	<ul style="list-style-type: none"> • Information 	
Durham	<ul style="list-style-type: none"> • Area Groups • Quality Group • Development Group 	<ul style="list-style-type: none"> • 4 groups promoting IAG development locally • Supporting all organisations applying for CQS • Co-ordinating all development activities
Essex	<ul style="list-style-type: none"> • Outreach Projects 	<ul style="list-style-type: none"> • Assessment panel
Hampshire	<ul style="list-style-type: none"> • Marketing • Training • Development • Quality 	<ul style="list-style-type: none"> • Standing Groups, other groups formulated as and when need arises
Herefordshire & Worcestershire		<ul style="list-style-type: none"> • Task Groups set up as need arises eg. To determine delivery models for the Partnership
Hertfordshire	<ul style="list-style-type: none"> • Website User Group 	
Lancashire N & W	<ul style="list-style-type: none"> • Business Plan Task Group • Evaluation Task Group 	<ul style="list-style-type: none"> • Convened in response to national specification to aid in Business Plan Production • Responsible for the collection and dissemination of customer feedback on the structure of the network, communications to members, services to customers, improvements to service delivery.
Leeds	<ul style="list-style-type: none"> • Quality Working Group: Feedback Mystery Shopping Referral Policy 	
Lincolnshire North	<ul style="list-style-type: none"> • Steering Group 	
London Central	<ul style="list-style-type: none"> • Marketing 	
London North		Development Workers and other team members work as project teams around specific tasks

PARTNERSHIP AREA	NAME OF TASK GROUP	ROLE/DESCRIPTION
London South	<ul style="list-style-type: none"> Quality & Training Marketing & Communications 	
Manchester	<ul style="list-style-type: none"> Referral sub-group Marketing sub-group Client feedback sub-group 	
Norfolk	<ul style="list-style-type: none"> Referral CQI Information 	
Northants	<ul style="list-style-type: none"> Quality Group Referral Procedures Dev. Group Marketing (to be formed) 	<ul style="list-style-type: none"> For organisations going for GCQS
Notts Greater	<ul style="list-style-type: none"> Community and Voluntary Sector Network Group 	<ul style="list-style-type: none"> Influence strategy for engaging the sector and clients
Oxon	<ul style="list-style-type: none"> Referral (to be convened) CV Services (to be convened) Marketing (former task group) 	<ul style="list-style-type: none"> Task groups convened as and when necessary
East Riding	<ul style="list-style-type: none"> Website Task Group Network Directory Task Group Conference Task Group 	<ul style="list-style-type: none"> to develop and implement task group to develop and maintain network directory to co-ordinate planning and implementation of a local IAG conference
Staffs	<ul style="list-style-type: none"> Management Board Terms of Reference Working Group 	
Sunderland	<ul style="list-style-type: none"> Quality Group 	
Surrey	<ul style="list-style-type: none"> Working Parties: Marketing Client Feedback Client referral MIS Staff development Information (to be convened) 	
Tyneside	<ul style="list-style-type: none"> Quality Planning Group Information Working Group 	<ul style="list-style-type: none"> Responsible for CQI, monitoring mystery shopping, referral policy. to be convened
Wigan	<ul style="list-style-type: none"> Marketing Group Network & Referral Adult Learners Week 2001 Business Plan Writing 2001 	<ul style="list-style-type: none"> Organise annual conference/marketing materials etc. Representatives from a range of organisations to monitor referral/redraft policy

PARTNERSHIP AREA	NAME OF TASK GROUP	ROLE/DESCRIPTION
York & North Yorks	<ul style="list-style-type: none"> • Publicity • Materials/Information for Basic Skills (to be convened) 	

SUPPORT FOR CO-ORDINATORS

➤ What level of support does your partnership offer co-ordinators?

Comments made regarding the level of support offered generally to co-ordinators and their team included:

- High level of support received from all partnership members
- Meetings well attended
- Members prepared to input time to sit on Working Parties
- Partners prepared to offer services eg. training to support partnership
- IAG Steering Group – decision-making support
- Level of support offered is mixed; some partners offer high level of support others are too busy themselves to be of help.

Professional development support includes:

- Training in NVQ 5 Strategic Management and ECDL
- Full range of training opportunities available to all employees within host organisation.

Case Study – now! Lancashire

“The now! Management Team is principally concerned with providing support to the now! Network Manager in the development, implementation and evaluation of the now!Business Plan in accordance with its 4 main strategic themes:

Expanding and strengthening the network and partnership.

Improving access to IAG services.

Raising quality in accordance with Guidance Council Quality Standards.

Achieving greater coherence in the planning, organisation and delivery of IAG services.”

➤ Who is mainly responsible for writing the IAG business plan?

PARTNERSHIP AREA	RESPONSIBILITY
Berkshire	Project Manager with support from Berkshire Manager & Business Development Manager from CfBT.
Bolton & Bury	IAG Co-ordinator in consultation with LP & Steering Group – input from Contract Manager (much appreciated).
Calderdale & Kirklees	Team process – see below.
Cambridgeshire & Peterborough	IAG Manager and Training Co-ordinator plus contributions from the IAG Board via an “Away-day” where targets/strategy are agreed.
Herefordshire & Worcestershire	IAG Co-ordinator and Contract Manager. Partnership then agrees business plan once written.
Hertfordshire	IAG Manager with input from Management Group.
Leeds	IAG Co-ordinator plus support from Lead Body and Steering Group.
Lincolnshire & Rutland	IAG Co-ordinator – copied to Steering Group members for comment before submission.
Greater Merseyside	Partnership Manager plus involvement from Lead Body.
Milton Keynes & Bucks	Project Manager – hope to encourage Partnership to have more involvement this year.
now! Lancashire N & W	Network Manager with input from Business Co-ordinator (Events) and Business Co-ordinator (Communications).
Suffolk	IAG Manager in consultation with IAG Co-ordinator, the Steering Group and the full membership.
Sunderland	Centre Manager & IAG Co-ordinator.
York & N Yorkshire	IAG Co-ordinator – subject to approval and contributions from LPs, IAG Working Groups of LPs, IAG Working Groups of LPs, Steering Group.

Case Study – Calderdale & Kirklees

Writing the IAG Business plan is a team effort. The body of it is written by myself plus our Development Workers and the Contract holder (an Executive Team member at the Careers Service) contributes the financial details. Both the Lead Partner’s Accountant and Contract Quality Manager are also actively involved. Our Advisory Group take a lively interest in its content, which they influence, as does the wider Partnership, which is consulted even before ‘pen is put to paper’.

Analysis of Client Needs

- Which of the following methods have you used to analyse local client needs?
 - Questionnaires to providers of services to clients?
 - Questionnaires to clients?
 - Outreach work with clients?
 - Analysis of local economic/educational data?
 - Household surveys?

Table 1: Methods of Analysis of Client Needs

METHOD OF ANALYSIS	NUMBER OF PARTNERSHIPS	% of total
Analysis of local economic/educational data	49	87.5
Questionnaires to providers of services	42	75
Outreach work with clients	42	75
Questionnaires to clients	32	57
Household surveys	20	35.5
Computer Software	17	30

- If you have used local economic/educational data to analyse client needs tell us more about what types of data were used and how the data has been used to analyse client needs.

Table 1: Local Economic/educational data & Client Needs Analysis

Berkshire	<ul style="list-style-type: none"> • Household Survey operated by TEC indicating economic trends for Thames Valley aimed at identifying skills shortages in the area, literacy and numeracy issues, pockets of deprivation etc.
Cambridgeshire & Peterborough	<ul style="list-style-type: none"> • Former TECs had extensive information/data from employer/household and specific surveys. The Learning Partnerships have carried on with this collection.
Herefordshire & Worcestershire	<ul style="list-style-type: none"> • Social deprivation indices and population information from local councils have been used to analyse client needs.
Leeds	<ul style="list-style-type: none"> • An annual household survey is conducted by the Learning Partnership with results being fed into the Leeds handbook. The Mori survey in Leeds produced a useful survey of client need information which was used in the IAG business plan.
Lincolnshire & Rutland	<ul style="list-style-type: none"> • Most of the data used has been provided by the former TEC and was taken from the Household Survey. Other information has been qualitative, i.e. providers have given information about where they feel there is greatest need for additional IAG services. This has probably provided the most useful information, particularly about basic skills needs; individuals are reluctant to admit to having them.
Greater Merseyside	<ul style="list-style-type: none"> • Local economic/educational data has come from Local Learning Partnership,

Table 1: Local Economic/Educational Data & Client Needs Analysis (contd)

Milton Keynes & Bucks	<ul style="list-style-type: none"> Initially used data provided by TECs but this tends to be “a broad brush”
Suffolk	<ul style="list-style-type: none"> Regional/local plans
West Sussex	<ul style="list-style-type: none"> Learning Partnership commissioned a company to undertake client needs analysis.
Wiltshire & Swindon	<p>Types of data used include:</p> <ul style="list-style-type: none"> Post 16 mapping exercises Orizins 1 & 2 (Local research) Local economic assessments Local learning plans.
York & N Yorkshire	<ul style="list-style-type: none"> Household and Employer Surveys undertaken by LSC & TEC Data produced included unemployment figures and information on basic skills needs. Data used to compile an overview of needs.

- **If you have done outreach work with clients tell us more about the types of work you have done, venues where work has been carried out etc.**

Table 2: Outreach Work

Berkshire	<p>Outreach venues include:</p> <ul style="list-style-type: none"> Housing association Libraries Schools Bus
Calderdale & Kirklees	<p>Outreach venues include:</p> <ul style="list-style-type: none"> Hostels for the homeless Doctors surgeries/medical centres
Hereford & Worcester	<p>Outreach work includes advisory interviews in the following contexts:</p> <ul style="list-style-type: none"> Prisons Community venues Jobs Fairs Via Telephone Local Employers (redundancy counselling) Job Centres Village Halls, Town Halls Libraries
Milton Keynes & Bucks	<p>Outreach venues include:</p> <ul style="list-style-type: none"> Libraries Community Centres Citizens Advice Bureaux Healthy Living Centre Community events <p>Outreach is aimed at the following client groups:</p> <ul style="list-style-type: none"> Rural communities

Milton Keynes & Bucks (contd)	<ul style="list-style-type: none"> • Mental Health sufferers • Asian populations • Unemployed • Employed <p>Aiming to do more work with African-Caribbean groups and those with a disability.</p>
Suffolk	<p>Outreach work via advice episodes. Advisers are encouraged to feed back information to help identify needs, barriers and gaps. A way of recording, tracking & monitoring all of this is now needed.</p>
Sunderland	<p>Outreach projects include:</p> <ul style="list-style-type: none"> • Work with asylum seekers/refugees • Outreach sessions in a Careers Service
West Sussex	<p>Outreach venues include:</p> <ul style="list-style-type: none"> • Employer premises (redundancy related work) • Shopping Malls
Wiltshire & Swindon	<p>Outreach venues:</p> <ul style="list-style-type: none"> • Libraries • Jobcentres • One-Stop shops • Community venues • Colleges • Village Halls • Training Providers
York & North Yorks	<p>Outreach work carried out via:</p> <ul style="list-style-type: none"> • Community venues • Door-to-door work • Work with intermediaries

Case Study 1 – Calderdale and Kirklees

“Our analysis of client need is largely based on extensive consultation with providers, especially in the voluntary and community sector. Delivery work with clients also informs our analysis. Outreach work is being carried out in a variety of settings, including hostels for the homeless and doctors surgeries/medical centres.

In analysing need we have also used existing stats/management information. In relation to the IAG needs of Asian women we commissioned a small scale research project, which we will use in future planning of delivery to this group.”

Case Study 2 – York and N Yorkshire

“A mixture of personal one-to-one and more regional surveys” is needed (in relation to client needs analysis) “as the latter is more scientific and the former represents needs as perceived by the IAG worker” which can serve to provide individual examples and help put “flesh on bones”. However this method can also be subject to individual perceptions.

OUTREACH WORK – PRIORITY GROUPS

Case Study 1 - Calderdale & Kirklees

***People with disabilities** – "GAIN has funded one of our partners to provide Information and Advice, targeted especially at Asian women with disabilities, through regular outreach sessions at medical clinics/doctors' surgeries."*

***People in areas of high unemployment or social deprivation** – "delivery funding has been used to facilitate access to computers and the opportunity to become computer literate in community premises on a large council estate. This has been used as the 'hook' to get clients interested in further learning."*

Case Study 2 – Bournemouth, Dorset & Poole

***Rural Communities** – See Case Study under 'Funding' section.*

Case Study 3 – Gloucestershire

***Rural Communities** – "Gloucestershire have a network of 100 plus One Stop Shops. 25 of these are in rural areas and are acting as host sites for mini careers libraries and as referral agents. All are Associate partners and working to Guidance Council Code of Principles."*

Case Study 4 - Leeds

***Offenders and ex-offenders** – "IAG advice workers will be linking with staff based at Armley Prison (in the ESF project) and will be taking referrals. There should be other ways in which this funding can provide further useful resources to promote the aims of the Network."*

Case Study 5 - Suffolk

***Ethnic and Minority Communities** - Two consultation events held a) with women from the black and minority ethnic communities and b) men from the same group.*

Men's Consultation Event:

This took the form of a half-day conference in Ipswich, organised in conjunction with Suffolk County Council Community Education, and was aimed at identifying the barriers in employment and training opportunities for men in black and ethnic minority communities. A range of organisations were present including Suffolk Constabulary, Suffolk College, Community Education, Sure Start, Information, Advice and Guidance Services, Prosper and Ipswich Library. The event included a workshop where 60 participants were split into three language groups: Bengali, Chinese and English. The aim was to share experiences on issues such as personal development, training and job opportunities. It was also an opportunity for IAG providers to make participants aware of their services and for participants to make providers aware of their needs.

Case Study 6 - West Sussex

***Ethnic Minority Communities:** "Following some research into the IA needs of this group we have just appointed a part-time member of staff to work with these clients. She will offer IA from a fixed location on one day and mentoring/advocacy on the next."*

Table 3: Examples of Computer Software used to Analyse client Needs

Calderdale and Kirklees	Futures
Cornwall & Devon	Database of client information & barriers to progression
Dudley	Developing simple database and website for members/client interaction
Durham	SPSS CorePlus
Essex	Excel
Hampshire	Have looked at various packages, waiting to complete impact research to suggest most effective data collection protocols.
Herefordshire & Worcs	Database recording statistics collected from advisory interviews
Lancashire N & W	SPSS
Lincolnshire & Rutland	Pathfinder & Skill Check (JIIG-CAL)
London South	Access Excel
Manchester	Website used to collect data on member organisations analysing services/gaps etc. Excel and access databases Spreadsheets to analyse MIS information from outreach delivery teams
Norfolk	Access database
West Sussex	SNAP software package – used to design and analyse questionnaires.
Wiltshire & Swindon	Guidance Accreditation Board website
York & N Yorkshire	Access database used to collect individual statistics on unmet needs gathered by outreach workers

Appendix 1:

ANALYSIS OF CLIENT NEEDS

PARTNERSHIP AREA	METHODS OF ANALYSIS USED					
	Questionnaires to Providers of Services	Questionnaires to clients	Outreach work with clients	Analysis of local economic/ educational data	Household Surveys	Computer Software
<i>Barnsley Doncaster & Rotherham</i>	♦	♦	♦			
<i>Berkshire</i>	♦		♦	♦		
<i>Birmingham & Solihull</i>	♦	♦	♦	♦		
<i>Bolton and Bury</i>	♦			♦	♦	
<i>Bournemouth, Dorset & Poole</i>	♦	♦	♦	♦	♦	<i>Under Development</i>
<i>Bristol</i>	♦	♦	♦	♦	♦	
<i>Calderdale & Kirklees</i>	♦	♦	♦			♦
<i>Cambridgeshire & Peterborough</i>	♦		♦	♦	♦	
<i>Cornwall & Devon</i>		♦	♦	♦		♦
<i>Coventry & Warwickshire</i>	♦			♦	♦	
<i>Cumbria</i>	♦			♦	♦	
<i>Dudley</i>	♦	♦	♦	♦		♦
<i>Durham</i>		♦	♦	♦		♦
<i>Essex</i>	♦					♦
<i>Gloucestershire</i>	♦			♦		♦
<i>Gloucestershire South</i>	♦	♦				
<i>Hampshire</i>	♦	♦	♦	♦	♦	
<i>Herefordshire & Worcs</i>	♦	♦	♦	♦	♦	♦
<i>Hertfordshire</i>	♦	♦	♦			
<i>Lancashire N & W</i>	♦	♦	♦	♦		♦
<i>Leeds</i>			♦	♦	♦	
<i>Leicester & Leics</i>	♦			♦	♦	
<i>Lincolnshire & Rutland</i>			♦	♦	♦	♦
<i>Lincolnshire North</i>			♦			
<i>Lincolnshire North East</i>		♦	♦	♦	♦	

<i>PARTNERSHIP AREA</i>	<i>METHODS OF ANALYSIS USED</i>					
	<i>Questionnaires to Providers of Services</i>	<i>Questionnaires to clients</i>	<i>Outreach work with clients</i>	<i>Analysis of local economic/ educational data</i>	<i>Household Surveys</i>	<i>Computer Software</i>
<i>London Central</i>	◆	◆	◆	◆		
<i>London North</i>	◆	◆	◆	◆	◆	
<i>London South</i>	◆	◆	◆	◆		◆
<i>London South Central</i>		◆		◆		
<i>Manchester</i>	◆	◆	◆	◆		◆
<i>Greater Merseyside</i>		◆		◆		◆
<i>Milton Keynes & Bucks</i>	◆	◆	◆	◆		
<i>Norfolk</i>	◆	◆	◆	◆		◆
<i>Northampton</i>			◆	◆	◆	
<i>Notts, Greater</i>	◆	◆		◆	◆	
<i>Oldham</i>	◆	◆		◆		
<i>Oxon</i>	◆	◆	◆	◆	◆	
<i>East Riding</i>	◆	◆	◆	◆		◆
<i>Rochdale</i>	◆		◆	◆		
<i>Sandwell</i>			◆	◆	◆	
<i>Sheffield</i>			◆	◆		
<i>Somerset</i>	◆	◆	◆	◆		
<i>Somerset North</i>			◆	◆	◆	
<i>Staffordshire</i>	◆		◆	◆		
<i>Suffolk</i>	◆	◆	◆	◆		
<i>Sunderland</i>	◆			◆	◆	
<i>Surrey</i>	◆	◆	◆	◆		
<i>Sussex East</i>	◆	◆	◆			
<i>Sussex West</i>	◆		◆	◆		◆
<i>Tees Valley</i>	◆			◆		
<i>Tyneside</i>			◆	◆		
<i>Wakefield</i>	◆		◆	◆		
<i>Wigan</i>	◆	◆	◆	◆		
<i>Wiltshire & Swindon</i>	◆		◆	◆		◆
<i>Wolverhampton</i>		◆		◆		◆
<i>York & N Yorkshire</i>	◆		◆	◆	◆	

IAG Links With Related Services

- Has your partnership established a referral mechanism between IAG services and Connexions?

Table 1: Referral Mechanisms

26	46.5 %	Partnerships had not established a referral mechanism
18	32 %	Partnerships had established a referral mechanism
4	7 %	Partnerships indicated referral mechanism being developed
8	14.5 %	Partnerships indicated 'N/A'
		Of the 7 Connexions hosted partnerships 5 responded 'Yes', 1 'in development' and 1 'no'.

- If you have established a referral mechanism with the Connexions Service, how was this developed, how does it operate and how well is it working so far?

Of the 17 respondents to Questionnaire 2:

- 2 had set up successful referral systems.
- 1 had set up an "informal referral system"
- 1 partnership was about to develop a referral system
- 4 had not yet developed referral systems.
- 6 were in areas where Connexions is not yet up and running.
- 3 did not answer questions in this particular section

Of the 6 partnerships who operate in areas where Connexions is not yet up and running 3 were beginning to establish links:

Calderdale & Kirklees (see case study below)

Cambridgeshire & Peterborough – *"IAG Manager has just been appointed to the Connexions Task Group on Lifelong Learning, which is looking at Transitions from Connexions."*

Leeds – *"Co-ordinator attends Connexions meetings and news of developments are shared between the two."*

CASE STUDIES – CONNEXIONS REFERRAL MECHANISMS

Case Study 1 - Calderdale & Kirklees

Although Connexions is not yet up and running Calderdale and Kirklees Partnership is currently beginning to develop links between the Careers Service Learning Gateway Team and the Adult Services. This should *"help us develop relationships with Connexions. We have supported research undertaken by the Connexions Planning Group and the Connexions Service is the next topic at our Working Lunch."*

Case Study 2 - Cornwall & Devon

"We operate out of Connexions Centres, as lead partner and a wide range of partner premises. It has been difficult to reconcile adult use of the resources because of the instruction to Connexions that they cannot use their funding to support or promote services to any other age group except 13-19. However IAG staff see adults in these premises and keep this under review. We think that referral from Connexions is working reasonably well because of the close working contact with staff. However the problem is the loss of clear identity for adult services under the impact of the strong Connexions image. Are clients aware of what is available after Connexions if not referred directly? Are their expectations for the same level of service? (not possible to fulfil, given the comparative lack of resources available to adult clients)."

Case Study 3 - Lincolnshire & Rutland

"Referral mechanism in place as services are located in every Connexions Centre in Lincolnshire & Rutland. All Connexions Centres have copies of the IAG Directory."

Case Study 4 - Suffolk

"No referral mechanism has yet been able to be developed with Connexions. They are in the very early stages of development and do not wish to consider this at present; they have other priorities."

Case Study 5 - West Sussex

"We are conducting research to see what are the needs of the typical Connexions client and whether these can be met from IAG when the Connexions client reaches the age of 19."

**Table 2:
Who is responsible for the endorsement of CDLs in your area?**

PARTNERSHIP AREA	CDL ENDORSEMENT RESPONSIBILITY
Barnsley Doncaster & Rotherham	Partnership Team Member
Berkshire	IAG Co-ordinators
Birmingham & Solihull	Careers Service
Bolton and Bury	Identified Accredited partners
Bournemouth, Dorset & Poole	IAG Delivery staff
Bristol	Career Consultants West (Connexions)
Calderdale & Kirklees	Careers Service & Joblink
Cambridgeshire & Peterborough	Careers Service
Cornwall & Devon	Connexions
Coventry & Warwickshire	Careers Service
Cumbria	Connexions (expect to be extended to other partners)
Dudley	Careers Service Company
Durham	IAG Advisers
Essex	Careers Service Company
Gloucestershire	Careers Service & key colleges
Gloucestershire South	Connexions W of England
Hampshire	Careers Service & Colleges
Herefordshire & Worcs	Providers of advisory interviews
Hertfordshire	Hertfordshire University
Lancashire N & W	Network members with guidance council standard for the provision of advice
Leeds	Careers Service Company
Leicester & Leics	Subcontract to Careers Service Company
Lincolnshire & Rutland	Connexions
Lincolnshire North	IAG Network Co-ordinator
Lincolnshire North East	IAG Network Co-ordinator
London Central	IAG
London North	5 providers of guidance with LSC funding (adult guidance services, private provider, careers service)
London South	IAG
London South Central	Organisations contracted for delivery
Manchester	Employment Regeneration Partnership
Greater Merseyside	Connexions
Milton Keynes & Buckinghamshire	ASSIST Advisers (Information & Advice)
Norfolk	IAG Team
Northampton	LSC funded training advice line
Notts, Greater	Partners
Oldham	Adult Guidance Unit at Connexions
East Riding	IAG Team
Rochdale	Three accredited providers
Sandwell	Careers Service
Sheffield	Careers Service
Somerset	Learning & Work advisers (based in Careers Offices, IAG funded)
Staffordshire	Staffs Careers Adult Careers Advisers IAG Advisers (Job Centres, Education Shop)

PARTNERSHIP AREA	RESPONSIBILITY OF:
Sunderland	IAG partnership member based at The Learning Place
Suffolk	Suffolk TAP
Surrey	Guidance Services
Sussex East	Careers Service
Sussex West	Adult Guidance Advisers (ESF funded)
Tees Valley	5 IAG outlets
Tyneside	IAG partners
Wakefield	Guidance Services
Wigan	Information & Advice Workers (IAG funded)
Wiltshire & Swindon	Learning Advisers & Job Centres (IAG funded)
Wolverhampton	IAG partnership
York & N Yorkshire	Subcontract to Guidance Services (Careers Centres)

Table 3: Summary of CDL Endorsement responsibilities

IAG ENDORSED:	38 respondents:
IAG Partnership General:	9
IAG Co-ordinator(s):	3
IAG Delivery staff:	
Information & Advice Advisers	2
IAG Advisers	4
Learning and Work Advisers	3
Adult Guidance Advisers	2
Identified accredited partners	2
Learning Advisers	1
General	12
LSC FUNDED OUTLETS	2 respondents:
Guidance providers	1
Training Advice line	1
CAREERS SERVICE ENDORSED:	13 respondents
CONNEXIONS ENDORSED:	7 respondents
CAREERS SERVICE AND COLLEGE ENDORSED:	2 respondents
COLLEGE ENDORSED	1 respondent
JOBCENTRE ENDORSED:	1 respondent
UNIVERSITY ENDORSED:	1 respondent
EMPLOYMENT REGENERATION PARTNERSHIP:	1 respondent

➤ **Does this endorsement include a disclaimer?**

NO	32	57 %
YES	11	19.5 %
EXPLORING	1	2 %
DID NOT RESPOND TO QUESTION	6	10.5 %
DID NOT UNDERSTAND QUESTION	4	7 %
DON'T KNOW	1	2 %
N/A	1	2 %

CASE STUDY – LINKS WITH THE EMPLOYMENT SERVICE

West Sussex

We have provided an IA worker in a Job Centre on a half-day per week basis for the last 6 months as a trial. It has been so successful; all other Job Centres in the patch want a piece of this. We have agreed to resource this in next year's business plan.

Appendix 1: ESTABLISHMENT OF CONNEXIONS REFERRAL MECHANISM

PARTNERSHIP AREA	Referral Mechanism Established?	Comments
Barnsley Doncaster & Rotherham	In development	
Berkshire	NO	
Birmingham & Solihull	YES	
Bolton and Bury	N/A	
Bournemouth, Dorset & Poole	N/A	
Bristol	YES	
Calder dale & Kirk lees	YES	
Cambridgeshire & Peterborough	NO	
Cornwall & Devon	YES	
Coventry & Warwickshire	In development	
Cumbria	YES	
Dudley	NO	
Durham	In development	
Essex	NO	
Gloucestershire	YES	
Gloucestershire South	NO	
Hampshire	YES	Connexions service appear unclear as to how much they want to work with IAG partnership
Hereford & Worcester	YES	
Hertfordshire	NO	
Lancashire N & W	NO	
Leeds	YES	Have not established links with Connexions yet but have links with service for 19 and under clients.
Leicester & Leics	NO	
Lincolnshire & Rutland	YES	
Lincolnshire North	NO	
Lincolnshire North East	YES	
London Central	N/A	
London North	YES	
London South	NO	
London South Central	NO	
Manchester	N/A until April 2002	
Greater Merseyside	In development	
Milton Keynes & Bucks	NO	
Norfolk	YES	
Northampton	N/A	Not yet applicable, but involved in the development of Connexions service
Notts, Greater	NO	
Oldham	YES	
Oxon	NO	
Rochdale	NO	

PARTNERSHIP	Referral Mechanism Established?
East Riding	YES
Sandwell	NO
Sheffield	YES
Somerset	YES
Somerset North	YES
Staffordshire	N/A
Suffolk	NO
Surrey	N/A
Sussex East	NO
Sussex West	NO
Tees Valley	NO
Tyneside	NO
Wakefield	NO
Wigan	NO
Wiltshire & Swindon	NO
Wolverhampton	NO
York & N Yorkshire	N/A

Expanding the Network

➤ Which of the following signposting/advisory agencies are you developing links with?

- a) Doctor's surgeries, Health Centres
- b) Post Offices
- c) Shopping Centres

Providers of information and advice and advice on:

- d) Finance
- e) Legal issues
- f) Medical issues
- g) Housing
- h) Benefits

Table 1: Agency Links – Summary of Totals

AGENCY LINKS	NUMBER OF PARTNERSHIPS	% OF TOTAL
Providers of Information/Advice on BENEFITS	43	77
Providers of Information/Advice on HOUSING	40	71.5
Doctors Surgeries/Health Centres	38	68
Local Trade Unions	38	68
Providers of Information/Advice on LEGAL ISSUES	33	59
Providers of Information/Advice on FINANCE	32	57
Local Employers	30	53.5
Providers of Information/Advice on MEDICAL ISSUES	28	50
Shopping Centres	22	39.5
Post Offices	13	23

Table 2: Expanding the Network – Other Agency Links Developed

PARTNERSHIP AREA	AGENCIES
Bristol	Local Community Centres Internet Cafes
Cornwall & Devon	Prisons Probation Service
Cumbria	Community Development Centres Adult Education Centres Libraries
Dudley	Community Development Centres Social Services
Gloucestershire	Voluntary/Community Sector Organisations Ethnic organisations One stop shops Libraries
Gloucestershire South	Community Centres Libraries VCOs
Hertfordshire	Community Organisations/Centres Alcohol/Drug Advice Centres Citizens Advice Bureaux Ethnic Organisations Women's organisations Volunteer Bureaux CVS Libraries University/colleges Youth advice organisations WEA Training Centres Information Centres/Information Shops
Lancashire N & W	Disability Advice Organisations
Leeds	Business Services Advice
Lincolnshire North	Statutory, Voluntary & Community Organisations
Lincolnshire NE	Probation Drugs Advice organisation ES Programme Centre

PARTNERSHIP AREA	AGENCIES
London North	Citizens Advice Bureaux Libraries Leisure Centres
Manchester	Ufi/Learndirect Centres
Greater Merseyside	Drugs Advice organisation (Learning and Work) Library Services Disability organisations
Northamptonshire	Community Organisations Ethnic organisations Health/disability organisations
Nottinghamshire	Mature Connections
East Riding	Library Services FE Sector Community Education CAB/Advice Centres ERYC Customer Service Centres Employment Service New Deal ETF New Deal Voluntary option
Sheffield	Self Employment Support Lone Parent Support
Somerset	Mental Health/Learning disability advice organisations
Somerset North	Homelessness/Drug Rehabilitation advice organisations
Sussex West	One-stop shops (rural areas) Employment Services
Tees Valley	Child Care/Health Services training functions
Tyneside	Primary Schools involved with family learning
Wakefield	Community advice organisations Ethnic organisations
Wiltshire & Swindon	Homelessness Advice Services Racial Equality Advice Services Disability Advice Services

PARTNERSHIP AREA	AGENCIES
Wiltshire & Swindon (contd)	Mental Health Advice Services Drug and Alcohol Advisory Services
Wolverhampton	Grant Advice
Yorkshire & North Yorks	CVS

Table 3: Other Links – Summary of Totals

VOLUNTARY/COMMUNITY ORGANISATIONS/CENTRES:	33
General	6
Disability/Mental Health/Health	6
Community Centres	5
Drugs/Alcohol Advisory Services	5
Ethnic	4
Volunteer Bureaux/CVS	3
Homelessness	2
Racial Equality	1
Women	1
ADULT EDUCATION/TRAINING ORGANISATIONS	11
LIBRARIES	7
CITIZENS ADVICE BUREAUX	3
EMPLOYMENT SERVICES	3
ONE-STOP SHOPS	3
PRISONS/PROBATION SERVICES	2
BUSINESS SERVICES/SELF-EMPLOYMENT ADVICE	2
RURAL ISSUES	2
SOCIAL SERVICES	1
LONE PARENT SUPPORT	1
YOUTH ADVICE ORGANISATIONS	1
LEISURE CENTRES	1
INTERNET CAFES	1
OTHER:	2
Mature Connections	
ERYC Customer Service Centres	

	SIGNPOSTING AGENCIES			PROVIDERS OF INFORMATION & ADVICE ON:						
PARTNERSHIP AREA	Doctors Surgeries/ Health Centres	Post Offices	Shopping Centres	Finance	Legal Issues	Medical Issues	Housing	Benefits	Employers	Trade Unions
Surrey	◆			◆	◆	◆	◆	◆	◆	
Sussex East					◆					
Sussex West								◆	◆	◆
Tees Valley										◆
Tyneside	◆		◆		◆		◆	◆		◆
Wakefield								◆		◆
Wigan	◆		◆	◆	◆	◆	◆	◆		
Wiltshire & Swindon							◆	◆	◆	◆
Wolverhampton	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
York & N Yorkshire	◆	◆			◆			◆		◆
TOTALS	38	13	22	32	33	28	40	43	30	38

Supporting the Network

➤ Have any of the following support systems been put in place for new/prospective members of your IAG network (both full and associate)?

- Mentoring Schemes
- Accreditation Packs
- Induction Packs

Table 1 – Support Systems: Totals

Accreditation Packs	26 respondents	46.5%
Induction Packs	23 respondents	41%
Mentoring Schemes	19 respondents	34%

Table 2 - OTHER SUPPORT MECHANISMS FOR NEW/PROSPECTIVE MEMBERS OF NETWORK

NAME OF PARTNERSHIP	SUPPORT MECHANISM
Barnsley, Doncaster & Rotherham	<ul style="list-style-type: none"> • Information Workshops
Berkshire	<ul style="list-style-type: none"> • Opportunities for NVQ 2/3 in Advice/Guidance
Birmingham & Solihull	<ul style="list-style-type: none"> • Network Dissemination Events • Training/Personal Development Opportunities • Referral Procedure & Protocol Guidelines
Calderdale & Kirklees	<ul style="list-style-type: none"> • Accreditation process supporting organisations via a specific development plan
Cambs & Peterborough	<ul style="list-style-type: none"> • Introduction Packs • Quarterly seminars
Cumbria	<ul style="list-style-type: none"> • Guidance Council Consultant Workshops • Operational Handbook • Training & Quality Co-ordinator supports organisations
Durham	<ul style="list-style-type: none"> • Training & Information Events • IT support
Gloucestershire	<ul style="list-style-type: none"> • Staff Replacement Costs • Awareness raising for front-line staff • Training programme • NVQ 3 Guidance • OCN 2/3 for front-line staff
Gloucestershire South	<ul style="list-style-type: none"> • Members Briefing Pack • Information Adviser • Peer Group support

NAME OF PARTNERSHIP	SUPPORT MECHANISM
Hampshire	<ul style="list-style-type: none"> • CD ROM - Training tool for new and existing network members
Lancashire N & W	<ul style="list-style-type: none"> • Competency framework for quality assurance of I & A delivery with complementary PMR system. • Franchise approach to the delivery of I & A which helps develop independence of information given and a dedicated resource for the delivery of I & A.
Lincolnshire & Rutland	<ul style="list-style-type: none"> • Mentoring for new members by organisations already accredited
Lincolnshire NE	<ul style="list-style-type: none"> • Newsletters • Meetings
London North	<ul style="list-style-type: none"> • Peer Group Workshops • Buddying between providers for QS work • Model for staff appraisal • Training for assessors (observation)
Manchester	<ul style="list-style-type: none"> • Membership pack for use on an initial visit to provider • Network meetings • Awareness workshops for signposter organisations • Partnership Events • Continuous Quality Improvement Programme • Continuous Professional Development Programme
Greater Merseyside	<ul style="list-style-type: none"> • Linking staff competence to appraisal/supervision • Guidelines/templates on Core standards • Continuous Improvement Development Plan to prepare for GAB audit
Milton Keynes & Buckinghamshire	<ul style="list-style-type: none"> • Training Programme
Norfolk	<ul style="list-style-type: none"> • Distance Learning Pack for Community Workers with Adult Education Service & EmpNTO
Northamptonshire	<ul style="list-style-type: none"> • One-to-one support from Co-ordinator and Area Workers
Oxon	<ul style="list-style-type: none"> • Guidance Council Consultancy Workshops • Partnership Co-ordinator visits • NVQ training
East Riding	<ul style="list-style-type: none"> • Information Stands
Sandwell	<ul style="list-style-type: none"> • Individual support from IAG staff • Workshops
Sheffield	<ul style="list-style-type: none"> • Training for front-line staff • NVQ Accreditation
Sunderland	<ul style="list-style-type: none"> • Workshops • IAG Quality Manager support
Suffolk	<ul style="list-style-type: none"> • Signposter packs

NAME OF PARTNERSHIP	SUPPORT MECHANISM
Sussex East	<ul style="list-style-type: none"> Interested in receiving further guidance on support mechanisms
Sussex West	<ul style="list-style-type: none"> Induction Workshops
Tyneside	<ul style="list-style-type: none"> Quality Systems Adviser supports accreditation process
Wigan	<ul style="list-style-type: none"> Action plans One-to-one on-going support
Wiltshire & Swindon	<ul style="list-style-type: none"> Training Plans Training Delivery Accreditation support & delivery
Wolverhampton	<ul style="list-style-type: none"> Quality Development Adviser supports Full Members NVQ Training for Full Members Baseline Resources for Full Members

Table 3 - SUPPORT MECHANISMS MENTIONED BY PARTNERSHIPS – SUMMARY AND TOTALS

TYPE OF SUPPORT	ACTIVITIES	PARTNERSHIP
TRAINING	NVQ2/3 Advice/Guidance	Berkshire
	NVQ 3 Guidance	Gloucestershire
	NVQ Training	Oxon
	NVQ Accreditation	Sheffield
	NVQ Training for full members	Wolverhampton
	OCN 2/3 for front-line staff	Gloucestershire
	Training/Personal Development Opportunities	Birmingham & Solihull
	Continuous Professional Dev. Programme	Manchester
	Training Programme	Buckinghamshire & Milton Keynes
	Awareness raising for frontline staff	Gloucestershire
	Training for front-line staff	Sheffield
	Training for Assessors (Observation)	London North
	Distance Learning Pack for Community Workers (Adult Education/EmpNTO)	Norfolk
	Training Plans	Wiltshire & Swindon
	TOTAL: 14	
WORKSHOPS/SEMINARS	Information Workshops	Barnsley, Doncaster & Rotherham
	Workshops	Sunderland
	Induction Workshops	Sussex West
	Training & Information Events	Durham
	Quarterly Seminars	Cambs & Peterborough
	Guidance Council Consultancy Workshops	Cumbria
	" " " "	Oxon
	Awareness workshops for Signposter Orgs	Manchester
	TOTAL: 8	
IAG STAFF SUPPORT	Training & Quality Co-ordinator support	Cumbria
	Information Adviser support	Gloucestershire South
	1-1 Co-ordinator & Area worker support	Northants
	Partnership Co-ordinator support	Oxon

TYPE OF SUPPORT	ACTIVITIES	PARTNERSHIP
	Individual support from IAG staff	Sandwell
	IAG Quality Manager support	Sunderland
	Quality Systems Adviser support	Tyneside
	1-1 on-going support	Wigan
	Quality Development Adviser support	Wolverhampton
		TOTAL: 9
PROCEDURAL GUIDANCE	Referral Procedure & Protocol Guidance	Birmingham & Solihull
	Operational Handbook	Cumbria
	Competency framework for quality assurance of I & A delivery with complementary PMR system	Lancashire N & W
	Guidelines/templates on Core standards	Greater Merseyside
	Model for Staff Appraisal	London North
		TOTAL: 5
PEER GROUP SUPPORT/MENTORING		
	Peer Group Support	Gloucestershire South
	Mentoring for new members by organisations already accredited	Lincolnshire & Rutland
	Peer Group Workshops	London North
	Buddying between providers for QS work	London North
	Mentoring	London West
		TOTAL: 4
INTRODUCTION PACKS		
	Introduction Packs	Cambs & Peterborough
	Members Briefing Pack	Gloucestershire South
	CD ROM – Training tool for new and existing network members	Hampshire
	Membership pack for use on an initial visit to provider	Manchester
	Signposter packs	Suffolk
		TOTAL: 5
ACCREDITATION SUPPORT		
	Accreditation process supporting organisations via a specific development plan	Calderdale & Kirklees
	Mentoring for new members by organisations already accredited	Lincolnshire & Rutland
	Quality Systems Adviser supports accreditation process	Tyneside
	Accreditation support and delivery	Wiltshire & Swindon
		TOTAL: 4
NETWORK EVENTS/MEETINGS		
	Network Dissemination Events	Birmingham & Solihull
	Meetings	Lincolnshire NE
	Network Meetings	Manchester
	Partnership Events	Manchester
	Information Stands	East Riding
		TOTAL: 5
RESOURCES		
	IT Support	Durham
	Staff Replacement costs	Gloucestershire
	Baseline resources for full members	Gloucestershire
		TOTAL: 3

TYPE OF SUPPORT	ACTIVITIES	PARTNERSHIP
STAFF APPRAISAL	Linking staff competence to appraisal/supervision	Liverpool & Merseyside
	Model for staff appraisal	London North
		TOTAL: 2
CQI	Continuous Improvement Development Plan to prepare for GAB audit	Greater Merseyside
	Continuous Quality Improvement Programme	Manchester
		TOTAL: 1

If you have induction packs, what kinds of information to you include in these?

INDUCTION PACK INFORMATION	PARTNERSHIP AREA
ADAPTED CONTENTS FOR EACH INDIVIDUAL MEMBER	Leeds
ADVISORY INTERVIEW PROVISION INFORMATION	Herefordshire & Worcestershire
BENEFITS OF JOINING NETWORK	Calderdale & Kirklees
CASE STUDIES OF ACCREDITED PROVIDERS	Suffolk
CDL ENDORSEMENT STRATEGY	Berkshire
CONTACTS LIST	Berkshire Herefordshire & Worcestershire
DIRECTORY ENTRY PRO-FORMA	Berkshire
DIRECTORY ORDER FORM	Berkshire
GUIDANCE COUNCIL/GAB INFORMATION	Suffolk
IAG BACKGROUND INFORMATION	Hereford & Worcestershire Suffolk
IAG INFORMATION POINT SITE INFORMATION	Herefordshire & Worcestershire
IAG INITIATIVE INFORMATION	Calderdale & Kirklees
IAG DEFINITIONS	Calderdale & Kirklees
LEARNDIRECT INFORMATION FORM	Berkshire
MEMBERSHIP CATEGORY INFORMATION	Calderdale & Kirklees
NEWSLETTER ARTICLE REQUEST FORM	Berkshire
PARTNERSHIP AGREEMENT INFORMATION	Berkshire
PARTNERSHIP STRUCTURE	Berkshire
PRIORITY GROUPS	Herefordshire & Worcestershire
PROVIDER LISTS	Herefordshire & Worcestershire
RESOURCE ORDER FORM	Berkshire
STANDARDS INFORMATION	Berkshire Herefordshire & Worcestershire
TRAINING NEEDS ANALYSIS	Berkshire
TRAINING PLAN/PROGRAMMES	Berkshire Calderdale & Kirklees

CASE STUDIES – INDUCTION PACKS

Case Study 1 – Suffolk

“Our ‘Welcome to the Standards’ includes general information about IAG, the Guidance Council and GAB. Our ‘Portfolio’ gives examples from providers already accredited.”

Case Study 2 - Hampshire

The link2learn partnership produces a presentation on CD Rom which *“has been designed as a training tool for both new and existing members of the link2learn partnership in Hampshire and the Isle of Wight. The presentation features four main sections where you can find out more about the link2learn service and the benefits of membership. The presentation also features an introduction to the Quality Standards and a training video for the Link2Learn website”.*

➤ Explain how your mentoring schemes for network members operate.

Bolton and Bury	Informal mentoring scheme between similar partners.
Calderdale & Kirklees	Do not have a formal mentoring system but offer considerable support to members, especially in relation to gaining GAB accreditation. Mainly carried out by GAIN staff but partners have also become involved. Several accredited organisations have given copies of their portfolios to share with others.
Herefordshire & Worcester	Accredited organisations mentor new organisations with the quality standards.
Hertfordshire	Mentoring is provided by full members to those seeking accreditation.
Leeds	There is a mentoring scheme for Associate Network members working towards accreditation. Existing full members who have volunteered to assist are paid an hourly rate to visit members.
Lincolnshire & Rutland	Hoping to introduce a mentoring system for new members, whereby they will be paired with an organisation that has already achieved GAB accreditation.
Greater Merseyside	Mentoring protocol/network in place – mainly for GAB accreditation support. Funding for this can be accessed via Partnership – (but has not been requested so far). Mentors are allocated by the Partnership Team at the request of the particular organisation.
Milton Keynes & Bucks	Support system mainly through mentoring and meetings with co-ordinators.
Suffolk	Informal mentoring involving similar organisations helping each other out eg. one college giving advice to another not yet accredited. Previous ‘Lead Body’ also provided some support. The Guidance Council consultant and GAB assessor have also provided much appreciated support.

MENTORING SCHEME CASE STUDY – West London

West London Partnership have been piloting a new mentoring scheme. They feel that certain elements are absolutely essential to the setting up of such a scheme. These include:

- a) Having a Facilitator who already has a lot of experience in mentoring to guide the process.
- b) Setting up clear ground rules.
- c) Ensuring that all participants engaged in the scheme have a very clear idea of what their roles are.

So far they have offered two separate workshops for anyone in the Partnership on “What is Mentoring?” These workshops have covered:

- a) Models/definitions of mentoring
- b) The role of the mentor and the role of the mentee
- c) Mentoring skills
- d) Developing a shared understanding of the different forms that mentoring can take.

Participants were given the chance to think about the kind of pilot scheme they wanted. Whether they wanted

- a) Personal development;
- b) The chance to help each other get through the Guidance Council Quality Standards;
- c) Help with NVQ achievement;
- d) To take on the role of Mentor or Mentee; or
- e) To engage in a “peer to peer” or “traditional” style of mentoring.

Once these things had been thought through a “market place” was then set up from which pairs and groups began to emerge. Examples of mentoring groups or pairings include:

- a) Peer to Peer pairing – NVQ participants working together to support each other.
- b) Group pairing of 1 mentor who has already achieved Guidance Council accreditation to mentor 3 Mentees who are currently working towards accreditation.
- c) Mentor to Mentee pairings.

Approximately 12 people altogether are currently involved. Participants in the scheme are engaged in a voluntary process whereby they could opt out at any time. However a certain level of commitment is expected in order to ensure the success of the project.

The project is set to run for six months, during which time each pair or group decide how often and for how long they are going to meet and exactly what ground they are going to cover. A mid-way review and a final review and evaluation, both led by the facilitator and informing the facilitator’s final report, will complete the pilot.

➤ What types of awareness/learning/networking events have you co-ordinated for IAG network partners?

PARTNERSHIP AREA	ACTIVITIES
Berkshire	Run a programme of 2 networking events per area, per year Programme comprises: <ul style="list-style-type: none">• An update from the Project Manager on IAG national & regional• IAG provider talk• Practical exercise eg. re: networking, referral
Bolton & Bury	<ul style="list-style-type: none">• IAG Partnership awareness sessions for staff of new partners.• Training for Frontline Staff• Partnership launch event

PARTNERSHIP AREA	ACTIVITIES
Calderdale & Kirklees	See Case Study below
Cambridgeshire & Peterborough	<ul style="list-style-type: none"> Quarterly Seminars for all Partners focussing on Quality and other common issues. Next seminar will focus on supervision of staff to Standards.
Herefordshire & Worcestershire	<ul style="list-style-type: none"> Practitioner Groups Quality Standards Celebration Event Comprehensive Training Programme
Hertfordshire	<ul style="list-style-type: none"> 24 local training/network meetings per year One annual conference Launch Event for IAG branding strategy
Leeds	<ul style="list-style-type: none"> Information and Training sessions planned throughout the year to assist quality of delivery.
Lincolnshire & Rutland	<ul style="list-style-type: none"> Provider Conference organised last year with presentations from the Guidance Council, GAB, Connexions, Learndirect (including Futures); workshops included local initiatives relating to learning and IAG services
Milton Keynes & Bucks	<ul style="list-style-type: none"> Open Events once a month where partner organisations open their doors to front-line staff. Training every two months. Network events every two months.
West Sussex	<ul style="list-style-type: none"> Yearly programme of learning events (modular training programme) Quarterly networking events
York & N Yorkshire	<ul style="list-style-type: none"> New members meetings Standards Workshops Skills workshops Accreditation events to celebrate GAB achievement

- Which of your support systems do you feel works well, have there been any particular problems?

Bolton and Bury

"The network is a very supportive one and informal processes and meetings work well. We have run 'Developing the Front-Line' workshops which include a mix of staff from different organisations and this works well to make the connectivity at a different level."

Calderdale & Kirklees

"Our support for organisations working towards the Standards has worked well with excellent feedback from grateful partners. Our support for affiliate members is the least successful, due to pressure on time. We are, however, currently exploring ways to involve them more in GAIN activities, and are planning some 'cream tea' events during which we will consult them on next year's business plan. We have been very successful however, in establishing Information Points, providing both the infrastructure (eg. computer, desk shelving, Internet access), the resources and providing the support to set up."

Herefordshire & Worcester

"Practitioner Groups work well as a forum for support and sharing good practice."

Suffolk

"The fact that 7 of our Providers were all going for accreditation over the same period worked well. They appreciated network meetings to discuss issues and also the individual support from the Guidance Council and GAB."

CASE STUDIES – SUPPORTING THE NETWORK

Case Study 1 – Calderdale & Kirklees

"Due to financial exigencies, Partnership staff now run all the standard specific training that was previously carried out by Guidance Council consultants. We run a series of workshops, in addition to one-to-one support. We also organise a full training programme from half-day awareness raising sessions through to the NVQ III in Guidance. Our bi-monthly Working Lunches are also targeted at practitioners and provide networking opportunities as well as a speaker on a subject suggested by partners. We have also recently started attending staff meetings of some larger partners to inform them of GAIN developments, and to ensure that they are aware of the Guidance Standard's staff feedback measure."

Case Study 2 - now! Lancashire N & W

"The now! Network offers a range of services to support network members. These include:

- *Franchises*
- *Staff Development*
- *Process Documentation*
- *Marketing and promotional activity*
- *CQI activity – performance management review documentation, mystery shopping, evaluation, internal auditing.*

*Information, advice and guidance services are delivered around a franchise model to enable customers to identify with the service. The **now!** network has developed materials that help members establish a now! centre in their office environment. The franchise comprises:*

- *PC & printer*
- *Desk and chair*
- *Display stand*
- *Leaflet dispenser*
- *Local Leaflets*
- *Priced information materials*

Delivery of the franchise is supported by the use of process documentation. This includes:

- *Advice and Referral Forms*
- *Registration Forms*
- *Action Plans*
- *Summaries of further advice and guidance.*

Competence in the delivery of IAG services is supported by a comprehensive staff development plan and a performance review process that all members sign up to. Each member receives a competency framework pack and performance review documentation including observation paperwork.

Development of the now! Competency Framework

The following process was undertaken to develop and design the now! Competency Framework:

Research Phase:

Guidance Council Standards

CAMPAG Units

Other related Competency Frameworks.

Job Analysis Interviews

Critical incident Interviews were undertaken with 5 Information Workers, 5 Advice Workers and 5 Guidance Workers. This ensured a 'bottom-up' approach and helped to ensure that the competency framework encompassed all key behaviours required within the roles.

Collation of Data

The data was collated in terms of competencies: knowledge, skills and behaviours. This information was clustered within and across job roles.

Cross-referencing with the CAMPAG Units

The resulting clusters and underlying competencies were then cross-referenced with the CAMPAG Units, to provide mapping references and to ensure that the framework encompassed all of the appropriate elements.

Focus Group

A group of Information, Advice and Guidance workers were brought together to review the draft framework, before the final version was completed."

Case Study 3 – Leeds

"Hoping that information and training sessions planned through the year will assist quality of delivery. Partners encouraged to market and inform their services as part of a monthly information session. Guidance Council used to support Network towards the standards. Achievement and maintenance of standards is always a challenge."

Case Study 4 - Lincolnshire & Rutland

"We currently run induction days for new members of the partnership. This gives delivery staff the opportunity to look at information resources (including IT), participate in group exercises, focus on diagnosing client need and find out about IAG, other providers and the rationale behind it."

Case Study 5 - Milton Keynes & Bucks

"Our support system is mainly through mentoring and meetings with co-ordinators. It is successful and well received."

Case Study 6 – Sunderland

"The IAG Co-ordinator acts as a source of information and advice to all the network members. In addition, the Information Manager and Quality Manager provide on-going support/advice on setting up library/information resources."

Case Study 7 - West Sussex

"Having two development workers whose role it is to support the providers on the ground has been the secret of our success. Without them it would have ground to a halt."

APPENDIX 1: SUPPORT MECHANISMS

NAME OF PARTNERSHIP	MENTORING SCHEMES	ACCREDITATION PACKS	INDUCTION PACKS
Barnsley Doncaster & Rotherham		◆	◆
Berkshire		◆	
Birmingham & Solihull		◆	◆
Bolton & Bury	◆	To develop	◆
Bournemouth, & Poole		◆	
Bristol	◆	◆	◆
Calderdale & Kirklees	◆		◆
Cambridgeshire & Peterborough			
Cornwall & Devon			
Coventry & Warwickshire	◆		
Cumbria			
Dudley			
Durham	◆	◆	◆
Essex			
Gloucestershire	◆	◆	
Gloucestershire South	◆		
Hampshire			◆
Hereford & Worcester	◆		◆
Hertfordshire	◆		
Lancashire N & W	◆	◆	◆
Leeds	◆		◆
Leicester & Leics		◆	◆
Lincolnshire & Rutland			
Lincolnshire North		◆	◆
Lincolnshire North East			
London Central		◆	◆
London North			
London South		◆	
London South Central			Planned
Manchester		◆	◆
Greater Merseyside	◆		◆
Milton Keynes & Bucks		◆	
Norfolk	◆	◆	
Northampton			
Notts, Greater	◆	◆	
Oldham	◆	◆	◆
Oxon			
East Riding			
Rochdale			
Sandwell			Developing
Sheffield			
Somerset		◆	◆

NAME OF PARTNERSHIP	<i>MENTORING SCHEMES</i>	<i>ACCREDITATION PACKS</i>	<i>INDUCTION PACKS</i>
Somerset North	◆	◆	
Staffordshire			
Sunderland		◆	◆
Suffolk	◆	◆	◆
Surrey			
Sussex East			
Sussex West			
Tees Valley		◆	
Tyneside		◆	◆
Wakefield			◆
Wigan	◆	◆	◆
Wiltshire& Swindon		◆	
Wolverhampton	◆	◆	
York & N Yorkshire			◆
TOTALS:	19	26	23

Funding

- *Has your IAG partnership applied for any alternative sources of funding? (please indicate whether the application was successful, unsuccessful or outcome unknown).*

Table 1 – FUNDING BIDS

FUNDING TYPE	TOTAL BIDS	SUCCESSFUL	TYPE OF PROJECT			U/S	U/K
			Guidance	Targeted Guidance	Other		
ESF	30	19	10	4	8	4	6
LSC	23	10	4	1	6		12
SRB	14	7	1	2	4	1	6
LOCAL AUTHORITY	4	1					3
NATIONAL LOTTERY	2						2
Ufi	1	1		1			
SOCIAL SERVICES	1	1			1		
UNION LEARNING FUND	1	1			1		
DfES	1				1		
LLP	2	2					
Adult Learners Week	1		1		1		
Sure Start	1	1		1			
Pathfinder	1	1			1		
TOTALS	82	44	16	9	23	5	29

U/S – Unsuccessful
U/K - Unknown

Table 2 - TYPES OF PROJECT FOR WHICH FUNDING APPLICATION SUCCESSFUL

FUNDING TYPE	NATURE OF PROJECT	PARTNERSHIP AREA
	GUIDANCE DELIVERY	
ESF	Measure 1:1/Vocational Guidance £98,000	Cambs & Peterborough
	Guidance for all	Hertfordshire
	Guidance	Leeds
	" "	Leicestershire & Leics
	" "	Lincolnshire & Rutland
	" "	Oldham
	" "	Oxon
	" "	East Riding
	" "	Surrey
	" "	Sussex East
LSC	Guidance	Barnsley, Doncaster & Rotherham
	" "	Suffolk
	Guidance from Local Initiative Fund	Cumbria
	Subsidising Guidance Activities	Lincolnshire & Rutland
SRB	6 year funding from 1997 for Guidance	Cumbria
LLP	Guidance	Wiltshire & Swindon
	GUIDANCE DELIVERY: TARGETED GROUPS	
ESF	Careers Guidance for the unemployed	
	Specialist guidance services for adults, particularly long-term unemployed, ex-offenders on probation orders and adults at risk of redundancy	Lancs N & W
	Rapid Return to Work (Guidance for short-term unemployed)	London SC
	Skills Growth (Guidance for people with poor qualifications)	London SC
LSC	Guidance with employed clients	Oxon
SRB	Contribution to Advice project on Oxmoor Estate and Wisbech	Cambs & Peterborough
	P/T Careers Adviser to work with the employed	Lincolnshire North
	Guidance services in deprived areas	Lincolnshire & R.

FUNDING TYPE	NATURE OF PROJECT	PARTNERSHIP AREA
Sure Start	Delivery of IAG to unemployed parents of children age 4 & under	Lincolnshire & Rutland
Ufi	Contract for Guidance and support for Learndirect learners - £10k over 2 years (*See case study)	Bournemouth, Dorset & Poole
	OTHER PROJECTS	
ESF	Learn and Earn Shop, Coventry	Coventry & Warwicks
	Information Resources	Dudley
	Adult worklearn links LEG strand	Hampshire
	Objective One. Measure 3:11	Sheffield
	Adult worklearn	Sussex West
	Capacity Building	Wiltshire & Swindon
NATIONAL LOTTERY	Community Centre to include I & A drop-in sessions	Lincolnshire & Rutland
LLP	Workforce development through Union Learning Representatives	Bournemouth, Dorset & Poole
LSC	E-mail response service	Hertfordshire
	Local Initiative Fund: Capacity Building	London SC
	Mystery Shopping	Manchester
	Mystery Shopping: Local Initiative Fund	Bolton & Bury
SRB	Outreach worker to work alongside IAG Network Co-ordinator	Lincolnshire NE
	SPELL – NE (Community based education & training project including IAG)	Sheffield
	IAG Services – Burton	Staffordshire
SOCIAL SERVICES	Prevention Grant funding	Gloucestershire
PATHFINDER	Basic Skills Initiative	Gloucestershire
UNION LEARNING FUND	IAG monies used to create an information franchise in local hospital and funding used as match funding in bid	Lancs N & W
DfES	Project funds	London North
ADULT LEARNERS WEEK	£3,000 via local bidding	Wigan

Guidance & Targeted Guidance

Case Study 1 - Cambridgeshire & Peterborough

"£98,000 for 2 years (from July 2000) – aimed at vocational guidance with low-waged and newly unemployed as specific targets.

Partnership has not applied directly for LIF (LSC) funding. But, contract for guidance delivery awarded to Cambridgeshire Careers Guidance (£60,000)."

Case Study 2 – Bournemouth, Dorset & Poole

Funding has been received from the UFI local hub to support in-depth guidance for:

- Anyone studying on a Learndirect course.
- Anyone considering participation on a Learndirect course.
- Anyone just about to finish such a course.

Endorsement of the Learning Centre Manager or a course tutor is required before guidance provision can be approved. The request is then sent to the IAG Network Centre. Clients are given the option of choosing their most preferred location. The majority of requests have been serviced by a Careers Service Mobile Guidance Adviser who has travelled out to the Community Learning Centres (mainly based in rural areas) to offer the service.

Case Study 3 – Gloucestershire

Social Services Prevention Grant provided IAG *"with money to build capacity within social services to deliver IAG to clients with mental health problems. GO IAG have established 4 careers/education information points in Social Services Day Centres and appropriate training to key staff in each Centre".*

Case Study 4 – Gloucestershire

Pathfinder Basic Skills Project –

- *"IAG have delivered signposting/referral training to Basic Skills tutors.*
- *IAG provide 17 advice services to Basic Skills clients as a priority with a clear referral network.*
- *IAG have produced customised referral cards for use by Pathfinder partners*
- *IAG/Pathfinder working together to produce a good practice guide on Learner Support."*

Case Study 5 - Hampshire

"ESF funding for Adult Worklearn Links (LEG strand). A large guidance project run through 10 Careers Centres and 10 colleges."

Case Study 6 - Leeds

"Leeds network were successful in being able to match fund against IAG resources for ESF objective 3. This enabled the Network to recruit 3 careers advisers to target disadvantaged groups eg. homeless and ex-offenders. Some funding is available for training and resources. An Adult Operational Manager was also appointed to line manage their work and the operational delivery of the IAG advice workers. She also manages two new initiatives with adults – working with the Prison Services and a commercial venture by Leeds Careers Guidance working with the call centres (not supported by IAG)."

Case Study 7 - Lincolnshire & Rutland

"The IAGA Partnership itself has not actually applied for alternative sources but some partner providers have applied for ESF funding, using IAG funding to match. Connexions (formerly Lincs Careers & Guidance Services) are currently running projects as follows:

- *ESF, delivery guidance, CVs and psychometric testing to those at risk in the Lincoln TTW area*
- *Skills Development fund, providing guidance to new learners*
- *Guidance to adults subsidised by LIF money"*

Mystery Shopping

Case Study 8 - Bolton & Bury

"Joint LIF bid with Greater Manchester Partners to support mystery shopping, successful and starting in October. Pilot 114 shops across Greater Manchester."

Other Projects

Hertfordshire

"Successful LIF Bid for an e-mail response service."

Lincolnshire & Rutland

*"Union Learning Fund project which focuses on **training work-based learning mentors.**"*

Greater Merseyside *"Have recently obtained LSC LIF funding to support us in launching and marketing the newly formed Greater Merseyside IAG Partnership"*

CASE STUDIES – UNSUCCESSFUL BIDS

Case Study 1 - Berkshire

"We were unsuccessful in an ESF bid – we applied under 'active labour market' where there was least money, but where IAG had been directed."

Case Study 2 - Calderdale & Kirklees

"In relation to applications to the LSC for LIF funding, our Learning Partnerships and the LSC encouraged organisations to bid through the Learning Partnerships, who co-ordinated them. The LSC informed GAIN that it would not accept applications for IAG, which they wished to see embedded in others' proposals. This did not prove a particularly successful strategy, as whilst GAIN made in-kind contributions to bids, some of which were successful, it has not gained any additional resources through LIF. In certain cases an IAG element was not incorporated in bids in spite of GAIN staff ensuring that they were able to make an input during bid-writing. Significant resources are unlikely to be gained via LIF unless IAG Partnerships are allowed to make direct applications for specific IAG projects."

Case Study 3 - Hampshire

"We were unsuccessful with SRB (Rd 5 older worker learners) but are now waiting a response from ESF (GOSE channel)."

Case Study 4 - Leeds

"We were late in applying to the LIF fund through LSC for IAG work, but had heard that Kirklees and Calderdale had been unsuccessful."

Case Study 5 - Milton Keynes & Bucks

"We made an LIF application to the LSC for guidance, but they then requested it should be self-sustaining. At this point, the interested partners withdrew from running it."

Case Study 6 - Suffolk

"ESF bid was unsuccessful (in November 2000). We were advised that we needed more evidence for our proposal."

Table 4 – Funding Distribution and Allocation

			HOW ARE IAG PARTNERS FUNDED?			
PARTNERSHIP	FUNDING ALLOCATION	FUNDING DISTRIBUTION	Fixed payment per client	Block Grants	Resource Provision	Staffing Provision
Berkshire	£355,000	<ul style="list-style-type: none"> Central project management pot Central activities pot Distributed 6 ways to each Learning Partnership based on population. 				
Bolton & Bury	Information not supplied.	<ul style="list-style-type: none"> Indirectly distributed via resources, training, small projects 		YES	YES	Indirectly via partnership advisers
Calderdale & Kirklees	£221,800	<ul style="list-style-type: none"> See case study below 	YES	YES	YES	YES
Cambridgeshire & Peterborough	£325,000	<ul style="list-style-type: none"> Via application for grants for: <ol style="list-style-type: none"> outreach projects additionality projects quality support Bulk purchase of resources Training. 		YES	YES	
Herefordshire & Worcs	£328,000	<ul style="list-style-type: none"> Via Partnership events Information points Resources plus £1000 lump sum for voluntary sector organisations 	YES	YES	YES	
Hertfordshire	£464,000		YES			
Leeds	£333,000	<ul style="list-style-type: none"> See case study below 		YES	YES	YES

PARTNERSHIP	FUNDING ALLOCATION	FUNDING DISTRIBUTION	Fixed payment per client	Block Grants	Resource Provision	Staffing Provision
Lincolnshire & Rutland	£312,000	<ul style="list-style-type: none"> Funding allocated primarily by negotiation between the co-ordinator and the organisation. Funding claimed dependent upon an agreed level of activity for the year. 	<ul style="list-style-type: none"> Most partner providers receive a set of information resources and training; some receive direct funding for service delivery. 			
Greater Merseyside	£686,00 (approx)	<ul style="list-style-type: none"> Funding allocated under DfES defined budget headings 	YES	YES	YES	YES
Milton Keynes & Bucks	£312,000	<ul style="list-style-type: none"> Majority of funding allocated to staffing outreach projects. 		YES		
Sunderland	£149,000	<ul style="list-style-type: none"> Held as a central resource at the Learning Place Contributes to the salaries of staff/funds resources 			YES	YES
West Sussex	£350,000	<ul style="list-style-type: none"> Decisions on distribution taken by IAG co-ordinator 		YES	YES	
Wiltshire & Swindon	£283,000	<ul style="list-style-type: none"> Funding allocation used to pay staff and deliver training and assessment. 		YES		YES

CASE STUDIES – FUNDING ALLOCATION AND DISTRIBUTION

Case Study 1 - Calderdale & Kirklees

“Partners do not automatically receive delivery funding, but have to apply. We operate several different funding streams: a) per episode funding; b) project funding (for innovative outreach work to access hard-to-help groups and, c) the Approved Supplier List, whereby partners who do not have accreditation and are not therefore eligible for delivery funding in their own right, can apply for an organisation of their choice to deliver services on their premises.

. . . we also provide Starter Packs for organisations wishing to develop Information Points, which includes computers, furniture and Internet access as well as the information resources themselves. More established providers also have information resources provided.”

Case Study 2 - Leeds

“Approximately 50% of the funding is allocated to a team of advice workers, two of which are based at Leeds Careers Guidance, two with Leeds City Council and the other three with partner college bases. The Partners are paid £3,000 each for location and management costs. 5% had been set aside to maintain a telephone helpline and endorsement of career development loans centrally through Leeds Career Guidance.”

APPENDIX 1: FUNDING BIDS

PARTNERSHIP AREA	ESF	Out - come	National Lottery	Outcome	LSC	Outcome	Local Authority	Outcome	SRB	Outcome	Other Sources	Outcome
Barnsley Doncaster & Rotherham					Y	U/K						
Berkshire	Y	U/S			Y	U/K						
Bolton and Bury					Y	S						
Bournemouth, Dorset & Poole									Y	U/K	Ufl	S
Bristol	Y	U/K										
Cambridgeshire & Peterborough	Y	S							Y	S		
Cornwall & Devon	Y	S										
Coventry & Warwickshire	Y	S										
Cumbria					Y	S			Y	S		
Dudley	Y	U/K			Y	U/K						
Durham	Y	DNR	Y	DNR	Y	DNR	Y	DNR	Y	DNR		
Essex	Y	S			Y	U/K	Y	U/K				
Gloucestershire	Y	U/S									Social Services	S
Hampshire	Y	U/K							Y	U/S		
Hertfordshire	Y	S			Y	S						
Lancashire N & W	Y	S			Y	U/K			Y	U/K	Union Learning Fund	S
Leeds	Y	S										
Leicester & Leics	Y	S										
Lincolnshire & R.	Y	S	Y	U/K	Y	S			Y	S	"Sure Start"	U/K
Lincolnshire North									Y	U/K		
Lincolnshire North East									Y	S		
London Central					Y	U/K						
London North					Y	S					DfES	S

PARTNERSHIP AREA	ESF	Out - come	National Lottery	Outcome	LSC	Outcome	Local Authority	Outcome	SRB	Outcome	Other Sources	Outcome
London South					Y	U/K					LIF	U/K
London South Central	Y	S			Y	S						
Manchester					Y	S						
Milton Keynes & Buckinghamshire					Y	U/K						
Notts, Greater									Y	U/K		
Oldham	Y	U/K										
Oxon	Y	U/S			Y	S						
East Riding	Y	S			Y	U/K						
Rochdale	Y	S			Y	S	Y	S	Y	S		
Sandwell	Y	S			Y	S			Y	U/K		
Sheffield	Y	S							Y	S		
Somerset					Y	U/K	Y	U/K				
Somerset North												
Staffordshire									Y	U/K		
Sunderland												
Suffolk	Y	U/K			Y	S						
Surrey	Y	S										
Sussex East	Y	S							Y	S		
Sussex West	Y	S										
Wakefield	Y	U/S										
Wigan	Y	U/K									Adult Learners Week	S
Wiltshire & Swindon	Y	S									LLP	S
Wolverhampton					Y	U/K						

U/S – Unsuccessful

U/K – Unknown

DNR- Did not respond to question

S - Successful

Referral Mechanisms

- How frequently is your directory of IAG providers renewed/updated?
- Who is the directory currently distributed to?
- What information does your directory contain?

Table 1 – DIRECTORY: CONTENTS, RENEWAL FREQUENCY AND DISTRIBUTION

PARTNERSHIP	CONTENTS OF DIRECTORY	UPDATING	DISTRIBUTION
Berkshire	IAG SERVICES INFORMATION: <ul style="list-style-type: none"> • Opening times • Costs • Eligibility • Addresses • Contact information • Disabled Access information 	UPDATED ANNUALLY	<ul style="list-style-type: none"> • ALL PARTNERS • CO-ORDINATORS IN SURROUNDING AREAS • OTHER INTERESTED PARTIES
Bolton & Bury	<ul style="list-style-type: none"> • PARTNERSHIP DETAILS • LEARNING INFORMATION • CAREERS INFORMATION • FUNDING • CHILDCARE • JARGON BUSTER • MAPS • NEWSLETTER • LOCAL CONTACTS 	CURRENTLY BEING UPDATED FOLLOWING MARCH LAUNCH, THEREAFTER QUARTERLY	<ul style="list-style-type: none"> • ALL PARTNERS • NEIGHBOURING IAGs • OTHER INTERESTED AGENCIES
Calderdale & Kirklees	<ul style="list-style-type: none"> • IAG BACKGROUND INFORMATION • PARTNERSHIP INFORMATION • REFERRAL POLICY • CONTACT DETAILS 	DIRECTORY LINKED TO WEBSITE – BOTH UPDATED ANNUALLY	<ul style="list-style-type: none"> • DIRECTORY AVAILABLE ON INTERNET • ALSO DISTRIBUTED TO ALL MEMBERS

PARTNERSHIP	CONTENTS OF DIRECTORY	UPDATING	DISTRIBUTION
Cambridge	IAG SERVICES INFORMATION: <ul style="list-style-type: none"> • Addresses • Opening hours • Disabled Access & Parking • Other facilities eg. crèche, support for basic skills users, sensory impairment provision, community languages spoken. • ICT Facilities for Public Use • Access to information on learning opportunities, funding for learning, job-search, self-employment and childcare. • Availability of advice on courses, job-search, career decisions, funding for learning. • Other Services eg. group work, testing or assessment. 	DIRECTORY ON WEBSITE – MEMBERS HAVE PASSWORDED UPDATE FACILITIES (AT A CHARGE) ENABLING THEM TO RECORD CHANGES IMMEDIATELY AS THEY OCCUR	<ul style="list-style-type: none"> • DIRECTORY ALSO INCLUDED IN CLASSES GUIDE WHICH IS DISTRIBUTED TO A WIDE RANGE OF ORGANISATIONS INCLUDING ALL GP PRACTICES.
Hampshire	<ul style="list-style-type: none"> • HOW LINK2LEARN WORKS • IAG SERVICES INFORMATION: Advice and Guidance Centres Information Centres Signpost Sites • WEBSITE INFORMATION • REFERRAL CARD • FEEDBACK CARD 		
Herefordshire & Worcestershire	<ul style="list-style-type: none"> • DETAILS OF ALL PARTNERS AND THE SERVICES THEY PROVIDE 	UPDATING OCCURS AS CHANGES NOTIFIED	<ul style="list-style-type: none"> • PARTNERSHIP MEMBERS
Hertfordshire	<ul style="list-style-type: none"> • BRIEF DETAILS ABOUT ORGANISATIONS & IAG PROVISION 	UPDATING ONGOING	<ul style="list-style-type: none"> • ALL PARTNERS
Leeds	<ul style="list-style-type: none"> • INFORMATION ON 70 IAG DELIVERY POINTS 	UPDATED EVERY SIX MONTHS	<ul style="list-style-type: none"> • SERVICE DELIVERERS • SIGNPOSTING ORGANISATIONS

PARTNERSHIP	CONTENTS OF DIRECTORY	UPDATING	DISTRIBUTION
Lincolnshire & Rutland	<ul style="list-style-type: none"> • ALL IAG LOCATIONS: Opening times Charges Transport Links Disabled access IAG and related services Web sites • GUIDANCE COUNCIL CODE OF PRINCIPLES • INSTRUCTIONS ON HOW TO REPORT CHANGES AND AN AMENDMENT FORM. 	<p>WEBSITE VERSION – UPDATED AS AND WHEN REQUIRED.</p> <p>BINDER VERSION – UPDATED EVERY SIX MONTHS. NEW ADDITIONS SENT OUT IMMEDIATELY</p>	<ul style="list-style-type: none"> • ALL PARTNERS • NEIGHBOURING PARTNERSHIPS • EAST MIDLAND PARTNERSHIPS • OU IN THE EAST MIDLANDS • STEERING GROUP MEMBERS
Greater Merseyside	<ul style="list-style-type: none"> • IAG SERVICES INFORMATION: Name Location Service Type Opening hours Internet access Resources 	Currently have 3 directories which will be unified by April 2002	<ul style="list-style-type: none"> • ALL PARTNERS • WIDER NETWORK
Milton Keynes & Bucks	<ul style="list-style-type: none"> • PARTNER CONTACT DETAILS: Services Costs • USEFUL WEBSITES & ADDRESSES • EASY REFERENCE GRID OF SERVICES 	WEBSITE VERSION CAN BE UPDATED WHEN REQUIRED. HARD COPY VERSION UPDATED ANNUALLY	<ul style="list-style-type: none"> • ALL PARTNERS • LIBRARIES • OTHER PUBLIC SITES
Sunderland	<ul style="list-style-type: none"> • EACH ORGANISATION IS GIVEN A FULL PAGE HIGHLIGHTING RANGE OF PROVISION AND RESOURCES 	DIRECTORY RECENTLY RE-DESIGNED	<ul style="list-style-type: none"> • 125 NETWORK MEMBERS
Suffolk	<ul style="list-style-type: none"> • IAG SERVICE PROVIDER INFORMATION Location of services Learning opportunities Funding Disability issues Computer aided Guidance & Websites 	UPDATED/RENEWED QUARTERLY	<ul style="list-style-type: none"> • ALL ADVICE DELIVERERS • ALL LIBRARIES • ALL SIGNPOSTERS

PARTNERSHIP	CONTENTS OF DIRECTORY	UPDATING	DISTRIBUTION
West Sussex	<ul style="list-style-type: none"> • COMPREHENSIVE IAG INFORMATION 	UPDATED EVERY SIX MONTHS	<ul style="list-style-type: none"> • ALL PROVIDERS
Wiltshire & Swindon	<ul style="list-style-type: none"> • PARTNER INFORMATION: Services offered Contact details Opening times etc • QUALITY INFORMATION • CODE OF PRINCIPLES • REFERRAL POLICY 	UPDATED EVERY SIX MONTHS	<ul style="list-style-type: none"> • ALL FULL & ASSOCIATE PARTNERS INCLUDING: • LIBRARIES • LEARNDIRECT CENTRES
York & N Yorks	<ul style="list-style-type: none"> • IAG SERVICES INFORMATION: Address Opening Times Contact details Disabled Access & Parking Facilities for specialist groups eg. Physically disabled, hearing impaired, visually impaired, clients with children. • Information Services available • Advice Services available • Guidance Services available 	UPDATED EVERY SIX MONTHS	<ul style="list-style-type: none"> • DISTRIBUTED TO ALL THOSE WHO HAVE REGISTERED, ASSOCIATE MEMBERS AND DELIVERERS.

- What processes does your partnership use to analyse client data and referrals?
- If your partnership has mechanisms whereby referral procedures are reviewed, what form does this take?

TABLE 2 – CLIENT DATA AND REFERRAL ANALYSIS/REFERRAL PROCEDURE REVIEW MECHANISMS

PARTNERSHIP AREA	ANALYSIS OF CLIENT DATA AND REFERRALS
Berkshire	<ul style="list-style-type: none"> • Introduction form with a process for monitoring referrals made and received together with appropriateness of referrals.
Bolton & Bury	<ul style="list-style-type: none"> • Feedback to partnership meetings
Calderdale & Kirklees	<ul style="list-style-type: none"> • See case study below
Herefordshire & Worcs	<ul style="list-style-type: none"> • Network co-ordinator assumes responsibility for reviewing referral procedures
Hertfordshire	<ul style="list-style-type: none"> • Client data and referrals are subject to quarterly monitoring • Referral procedures are reviewed by means of a Working Group
Leeds	<ul style="list-style-type: none"> • Advice worker action plans are collated and analysed from client data. Referrals are recorded from interactions of advice workers. • Plan to review referral procedures by having regular meetings between partnership staff involved in initial client contact.
Lancashire N & W	<ul style="list-style-type: none"> • See case study below
Lincolnshire & Rutland	<ul style="list-style-type: none"> • All providers use a “Can We Help?” form to record client details. This also asks about how the client found out about the services available.
Greater Merseyside	<ul style="list-style-type: none"> • Referral system is currently under review. 3 different systems exist at present (formulated by the 3 partnerships).
Milton Keynes & Bucks	<ul style="list-style-type: none"> • One of co-ordinators responsible for the collation of referral statistics. • Referral meetings are held with management on a bi-annual basis to review procedures

PARTNERSHIP AREA	ANALYSIS OF CLIENT DATA AND REFERRALS
Suffolk	<ul style="list-style-type: none"> No processes in place yet to analyse client data and referrals. Referral procedures are reviewed in two network meetings per financial year.
Sunderland	<ul style="list-style-type: none"> In-house client questionnaires used to analyse client data and referrals – analysed on a monthly basis
Sussex West	<ul style="list-style-type: none"> A joint client data/referral form is used Referral procedures are reviewed periodically
Wiltshire & Swindon	<ul style="list-style-type: none"> See case study below
Yorkshire & N Yorks	<ul style="list-style-type: none"> Each IAG worker follows up own clients/referrals. Statistics are kept and sent to the IAG office for collation. Network meetings discuss referral procedures in general

CASE STUDY 1 – Calderdale & Kirklees

“The initial referral pilot was not successful and was abandoned. The documentation had been ‘designed by committee’ which led to it being too complex and time consuming. We started a new pilot on October 1st. This time we have significantly reduced the information that we wish to collect, and have left it to individual organisations as to how they collect it. This will be a 6 month pilot, with statistics on referral being taken to quarterly partnership meetings.”

CASE STUDY 2 – now!Lancashire N & W

“Initial responsibility for monitoring the effectiveness of referral procedures rests with individual organisations and advisers using the following procedure:

- 1. now! staff must follow up customers they have referred at the end of each month using the information previously recorded on the Information and Advice form.*
- 2. now! staff will contact each organisation to which customers were referred to ascertain the outcome of the referral and record brief details on the Information and Advice Record.*
- 3. If the referral organisation is unable to provide the information, now! staff will contact the customer by telephone, or by post.”*

CASE STUDY 3 – Wiltshire & Swindon

“Our partners are very reluctant to monitor referrals due to the work involved. Even informally, eg. being given an opportunity to write case studies for sharing with the network, they are not really prepared to co-operate.”

Consultants/Outsourcing

Table 1: Use of Consultants

PARTNERSHIP AREA	<ul style="list-style-type: none"> ➤ Have you used consultants for any aspects of your work? (see footnote) If so, which aspects does this apply to?
Barnsley Doncaster & Rotherham	<ul style="list-style-type: none"> • Evaluation of impact • Analysis of need/levels of provision
Berkshire	<ul style="list-style-type: none"> • Website • Client needs analysis • Business planning with consortium • ESF Bid
Birmingham & Solihull	<ul style="list-style-type: none"> • Evaluation • Mystery shopping
Bolton and Bury	<ul style="list-style-type: none"> • Developing the network
Bournemouth, Dorset & Poole	<ul style="list-style-type: none"> • Marketing • Design of Learning Needs Questionnaire/run workshop
Bristol	<ul style="list-style-type: none"> • Database version of Directory • Evaluation mechanisms
Cambridgeshire & Peterborough	<ul style="list-style-type: none"> • Evaluation • Information Project
Cumbria	<ul style="list-style-type: none"> • Development network policies and procedures • Accreditation support for individual organisations • Delivering workshops • Producing strategy statements • Evaluation
Dudley	<ul style="list-style-type: none"> • Mystery shopping • Marketing
Gloucestershire	<ul style="list-style-type: none"> • To write OCN package • To evaluate network of Information Access Points • To design/print/write marketing materials • Website design and hosting • Mystery shopping
Gloucestershire South	<ul style="list-style-type: none"> • Marketing and Publicity
Hampshire	<ul style="list-style-type: none"> • Marketing Research • Quality
Herefordshire & Worcestershire	<ul style="list-style-type: none"> • Mapping of the area • Evaluation of the partnership

PARTNERSHIP AREA	<p>➤ Have you used consultants for any aspects of your work? If so, which aspects does this apply to?</p>
Hertfordshire	<ul style="list-style-type: none"> • Contract monitoring • Managing training programme • Surveys/evaluations
Lancashire N & W	<ul style="list-style-type: none"> • Marketing & promotions – (external communications agency) • Evaluation of customer perceptions
Leeds	<ul style="list-style-type: none"> • Involvement with Merlin and Ecotec
Leicester & Leics	<ul style="list-style-type: none"> • Marketing
London Central	<ul style="list-style-type: none"> • Training • Research
London South Central	<ul style="list-style-type: none"> • Accreditation support • Evaluation • Mystery shopping • Training
Manchester	<ul style="list-style-type: none"> • Mystery shopping • Evaluation • Learndirect Centre user survey – IAG • Web-site development
Greater Merseyside	<ul style="list-style-type: none"> • Marketing plan • Evaluation • Training & Development
Milton Keynes & Buckinghamshire	<ul style="list-style-type: none"> • Evaluation • Marketing
Norfolk	<ul style="list-style-type: none"> • Evaluation • Launch of Norfolk Networks linked to GAB accreditation
Notts, Greater	<ul style="list-style-type: none"> • External evaluation • Training needs analysis (NVO) • Development of LMI workshops
Oxon	<ul style="list-style-type: none"> • Research (ongoing) • Evaluation • ESF bid • Mystery shopping • Careers Information • Initial audit
Rochdale	<ul style="list-style-type: none"> • Mystery Shopping • Website design
Sandwell	<ul style="list-style-type: none"> • Quality development • Mystery shopping
Sheffield	<ul style="list-style-type: none"> • Writing NVO course
Somerset	<ul style="list-style-type: none"> • Training (NVOs) • Network development • Provision Analysis
Staffordshire	<ul style="list-style-type: none"> • Marketing (Campaign – 2000/2001) • Mystery shopping pilot • Website design/production

PARTNERSHIP AREA	➤ Have you used consultants for any aspects of your work? If so, which aspects does this apply to?
Suffolk	<ul style="list-style-type: none"> • Mapping • Development of OCN Information Skills for frontline staff
Surrey	<ul style="list-style-type: none"> • Range of tasks
Sussex West	<ul style="list-style-type: none"> • Evaluation • Training
Wakefield	<ul style="list-style-type: none"> • Evaluation
Wigan	<ul style="list-style-type: none"> • Press releases (Public Relations firm) • ORC Mystery shopping • Training (InTrain) • Language Line
Wiltshire & Swindon	<ul style="list-style-type: none"> • Mystery shopping • Website • Training – NVQ • Assessor – NVQ • Evaluation
Wolverhampton	<ul style="list-style-type: none"> • Group training sessions • Database development • Web-site development
York & N Yorkshire	<ul style="list-style-type: none"> • Training

Footnote:

Please note that although 15 partnerships mentioned the use of Guidance Council consultants in their responses we have not included this in our results as it obviously does not represent an accurate picture of their use. Guidance Council records show that almost 100% of partnerships used GC consultants in 2000/2001 and that up to the end of September 2001, 6 partnerships had received 1 day of GC consultancy and 57 had received 2 or more days. It is therefore clear that over half of the respondents to the Checklist questionnaire did not see Guidance Council Consultancy staff as 'external consultants' as they had been automatically assigned to every partnership.

Table 2: SUMMARY OF USE OF CONSULTANTS

ASPECTS OF WORK FOR WHICH CONSULTANTS USED	No of Partnerships
EVALUATION	
General	13
Evaluation of Impact	1
Evaluation Mechanisms	1
Evaluation of the Partnership	1
Evaluation of Customer Perceptions	1
Evaluation of Network of Information Points	1
External Evaluation	1
	TOTAL: 19
TRAINING/WORKSHOPS	
General	4
Training (NVQs)	2
Training/Development	1
Group Training Sessions	1
Training (InTrain)	1
Workshop delivery	1
Writing OCN Package	1
Writing NVQ Course	1
Assessor (NVQ)	1
Managing Training Programme	1
Training Needs Analysis (NVQ)	1
	TOTAL: 15
MARKETING	
General	5
Design/print/write marketing materials	1
Marketing & Publicity	1
Marketing Research	1
Marketing & Promotions	1
Marketing Plan	1
Press Releases	1
	TOTAL: 11
MYSTERY SHOPPING	11
WEBSITE	7
CLIENT NEEDS ANALYSIS	3
POLICY DEVELOPMENT/BUSINESS PLANNING	
Business Planning with consortium	1
Development of network policies and procedures	1
Producing Strategy statements	1
	TOTAL: 3

ASPECTS OF WORK FOR WHICH CONSULTANTS USED	No of Partnerships
PROVISION ANALYSIS	2
ACCREDITATION SUPPORT	2
BIDS FOR FUNDING	2
ANALYSIS OF PROVISION LEVELS	2
NETWORK DEVELOPMENT	2
DATABASE DESIGN	
Database version of Directory	1
Database development	1
	TOTAL: 2
INFORMATION/LMI	
Information Project	1
Development of LMI Workshops	1
Careers Information	1
	TOTAL: 3
QUALITY DEVELOPMENT	2
SURVEYS	
General	1
Learndirect Centre User Survey – IAG	1
	TOTAL: 2
RESEARCH	2
MAPPING	2
QUESTIONNAIRE DESIGN	1
CONTRACT MONITORING	1
INITIAL AUDIT	1
LANGUAGE LINE	1

Appendix 1: CONSULTANTS/OUTSOURCING

Have you outsourced any of the following aspects of your work to other organisations?

- a) Marketing Strategy and planning
- b) Consumer Research
- c) Mystery Shopping research
- d) Website design and production

PARTNERSHIP AREA	Marketing Strategy	Design of display/ promotional materials	Consumer Research	Mystery Shopping Research	Website Design/ Production
Barnsley Doncaster & Rotherham	◆	◆			
Berkshire				◆	◆
Birmingham & Solihull			◆	◆	◆
Bolton and Bury		◆		◆	◆
Bournemouth, Dorset & Poole			◆		◆
Bristol	◆	◆			
Calderdale & Kirklees			◆		◆
Cambs & Peterborough		◆			◆
Cornwall & Devon					◆
Coventry & Warwickshire	◆	◆		◆	◆
Cumbria	◆	◆		◆	◆
Dudley		◆		◆	◆
Durham		◆			◆
Essex		◆			◆
Gloucestershire		◆		◆	◆
Gloucestershire South	◆		◆	◆	◆
Hampshire		◆	◆	◆	◆

PARTNERSHIP AREA	Marketing Strategy	Design of display/ promotional materials	Consumer Research	Mystery Shopping Research	Website Design/ Production
Hereford & Worcester		◆		◆	
Hertfordshire			◆		◆
Lancashire N & W	◆	◆	◆	◆	◆
Leeds		◆			◆
Leicester & Leics	◆	◆	◆		◆
Lincolnshire & Rutland	◆	◆	◆	◆	
Lincolnshire North					◆
Lincolnshire North East		◆			◆
London Central			◆		◆
London North		◆			◆
London South		◆		◆	◆
London South Central			◆	◆	◆
Manchester		◆	◆	◆	◆
Milton Keynes & Bucks	◆	◆	◆		◆
Norfolk	◆	◆	◆		◆
Northampton		◆			◆
Notts, Greater		◆		◆	
Oldham				◆	
Oxon		◆ (not entirely)	◆	◆ (not entirely)	◆
East Riding		◆			◆
Rochdale				◆	◆
Sandwell	◆	◆	◆	◆	◆
Sheffield					
Somerset				◆	
Somerset North		◆			
Staffordshire	◆	◆		◆	◆
Sunderland				◆	◆
Suffolk		◆			◆
Surrey	◆	◆			◆
Sussex East					
Sussex West	◆	◆			◆

PARTNERSHIP AREA	Marketing Strategy	Design of display/ promotional materials	Consumer Research	Mystery Shopping Research	Website Design/ Production
Tees Valley	◆	◆			◆
Tyneside		◆		◆	
Wakefield		◆			◆
Wigan		◆		◆	
Wiltshire & Swindon				◆	◆
Wolverhampton					◆
York & N Yorkshire		◆			◆
TOTALS:	15	37	16	26	43

OTHER ASPECTS OF WORK OUTSOURCED	
Cumbria	Focus Groups
Hertfordshire	Various evaluations
London North	Printing
Northants	External trainer
Sussex West	Development of Directories
Wakefield	Conference organisation
Wiltshire & Swindon	Evaluation
York & North Yorkshire	Conference planning/organisation

OTHER COMMENTS	
Calderdale & Kirklees	Marketing Strategy and planning not outsourced, however Lead Body Marketing Unit has been paid to help with Marketing
Northants	Collaboration with University in connection with website design/production

Careers Information and LLMI

➤ Has your partnership:

- a) identified particular information resources which you are recommending IAG providers responsible for providing careers information should hold as a minimum? OR
- b) allowed IAG providers themselves to make decisions about their own resources?

22 respondents	39.5%	Had identified particular information resources.
17 respondents	30.5%	Had allowed IAG providers themselves to make decisions.
16 respondents	29%	Had adopted a combination of both approaches.

- Has your partnership provided funds to IAG providers for the purchase of careers information materials?
- Has your partnership provided careers information materials to IAG providers?
- Has your partnership developed any LLMI materials for IAG providers?

44 respondents	78.5%	Have provided careers information materials to IAG providers.
33 respondents	59%	Have provided funds to IAG providers for the purchase of careers information materials.
19 respondents	34%	Have developed LLMI materials for IAG providers.

- If you have recommended a minimum holding for IAG careers information providers, what does this consist of and what is it based on? How is this monitored and maintained?
- If you have developed LLMI materials for IAG providers give details of the nature of the materials and the providers to whom they are supplied.

Table 1: Careers Information & LLMI

PARTNERSHIP AREA	MINIMUM HOLDING FOR CAREERS INFORMATION	LLMI MATERIALS/ COMPUTER SOFTWARE
Berkshire	<ul style="list-style-type: none"> • Information resources guide checked annually for accuracy, listed according to Guidance Council Quality Standards 	
Bolton & Bury	<ul style="list-style-type: none"> • Providers responsible for identifying own level of holdings. Also have many recommended resources and as new stocks become available will identify to partners. 	
Calderdale & Kirklees	<ul style="list-style-type: none"> • Minimum information required in line with Guidance Council Quality Standards. Consists of: Occupations Careers Service leaflets Learning information Database/Learning Web Second Chances Local FE/HE prospectuses GAIN Directory Helpline Directory (for unmediated information sites) Adult Directions or CID for providers offering Information and Advice • Materials are delivered and support is then given in putting them to use, including training. Monitoring and maintenance is also carried out. 	<ul style="list-style-type: none"> • GAIN members obtain Careers Service LLMI materials – ‘Worktrends’ and ‘Trends in’ databases.
Cambridgeshire & Peterborough	<ul style="list-style-type: none"> • A “minimum holding” has been produced and recently updated. This is based on the Guidance Council Quality standards and is presented under their headings. The Information Sub-group of the IAG Board assumes responsibility for this. 	<ul style="list-style-type: none"> • A range of computer software is used including Career Explorer, Adult Directions and Odyssey. • The IAG partnership funds two copies of the NARIC database (one in each big city) which all Partners can access • Have been trialing learndirect Futures but experiencing problems with opening it.

PARTNERSHIP AREA	MINIMUM HOLDING FOR CAREERS INFORMATION	LLMI MATERIALS/ COMPUTER SOFTWARE
Herefordshire & Worcester	<ul style="list-style-type: none"> See Case Study Below 	
Hertfordshire	<ul style="list-style-type: none"> Have adopted an IT based information strategy and over time intend to provide all information via the IAG website together with the appropriate hardware/software and training for over 60 partner organisations. 	<ul style="list-style-type: none"> "Hot-linked" to various websites eg. ES site
Leeds	<ul style="list-style-type: none"> IAG Careers information and LLMI materials have been developed for careers information points across the city. The type of information has varied according to the client group, but some basic information has been provided for all sites. Information Officer will monitor and evaluate usage of careers information TAPS – Training Access Points accessed through Leeds Learning Works - an essential database of local courses. 	
Lincolnshire & Rutland	<ul style="list-style-type: none"> All new members provided with a standard set of resources consisting of: Occupations Degree Course Offers Postgraduate Courses Open and Distance Learning Nursing and Midwifery Teacher Training Handbook (when available) Educational Grants Directory Chalkface Alternatives to Employment AGCAS: What do Graduates do? Graduate Opportunities Directory Becoming a Magistrate DOFE IT Packages: Funderfinder, Pathfinder, Skill Check, Adult Directions, Learning Bank (database of local learning opportunities), Kangaroo (careers encyclopaedia). 	<ul style="list-style-type: none"> Have found that Pathfinder/Skill Check is a good package for a client who wants to plan a career change or who needs to identify transferable skills. Pathfinder is the interactive version of JIIG-CAL and is therefore a self-evaluation package. It produces a list of occupations based on interest and clients can answer questions at five different levels. It is more in-depth than Adult Directions and feedback has been very good so far.
Greater Merseyside	<ul style="list-style-type: none"> Each partner organisation currently allocated £200 for purchase of resources. The only proscribed resources are Occupations and Second Chances (the latter is supplied free). 	<ul style="list-style-type: none"> An LMI exhibition was organised – hoping to repeat this event in the early new year focussing on special needs/basic skills resources
Milton Keynes & Bucks	<ul style="list-style-type: none"> Have recommended/suggested books and software (see website) but as yet have not told organisations what they must stock. 	

PARTNERSHIP AREA	MINIMUM HOLDING FOR CAREERS INFORMATION	LLMI MATERIALS/ COMPUTER SOFTWARE
Suffolk	<ul style="list-style-type: none"> Partnership standard written based on the Careers Library Initiative. Resources were then obtained for Providers. If Providers already had these resources, different ones were bought as requested. 	<ul style="list-style-type: none"> Have supplied a copy of a report carried out by an independent organisation for the Suffolk Learning Partnership.
Sunderland	<ul style="list-style-type: none"> The 'Learning Place' has a suggested information/resource list which is made available to organisations setting up systems. The Library/Information Manager also supplies on-going support and advice to all organisations. 	
Sussex West	<ul style="list-style-type: none"> See case study below 	<ul style="list-style-type: none"> Pathfinder OFL Database of distance learning courses Jobsearch Reading Disk

CAREERS INFORMATION & LLMI - CASE STUDIES

Case Study 1 - Sussex West

WORKLEARN MINIMUM RESOURCE LIST

Each Worklearn Information Point will be expected to have the following minimum resources:
(Most of these are free – where they are not they will be provided via IAG funds.)

1. Adult Education:

Directory of Adult Education in West Sussex

For those IAG outlets with clients from neighbouring authorities, the Adult Education Directories from those authorities.

2. WS HE/FE Prospectuses plus others from surrounding areas that border with West Sussex.

Part-time as well as Full-time prospectuses

Course leaflets from the most popular degree courses.

3. Other Adult Education provision:

WEA (Workers Educational Association)

University of the Third Age

4. Higher Education Guides

a) Social work courses: SWAS Directory

b) Nursing Courses:

5. Open/Flexible learning

Open University, Open College of the Arts, National Extension College

Council for Accreditation of Correspondence Colleges (leaflet on making sure the Correspondence College is a bona fide accredited college).

6. Access course

7. Government Sponsored Training for Adults: Provision for People with Disabilities

8. Self-employment

9. Voluntary Work

Details from the Volunteer Bureau in your local and travel to work area

10. Funding Learning: Student Grants and Loans – a brief Guide – DfES

Local Authority Information on Grants/HE Funding

Career Development Loans

11. Second Chances

A free directory of agencies.

12. Careers Occupational Information

Occupations 2000 (book form) or equivalent software – Provided by IAG

13. Employment Service Provision for adults

Directory of Employment Service Provision (“Jobcentre Services”)

14. Other information:

Keynotes* – in book form or software - the software is supplied by IAG

15. Guide to Career Change

In book form or software* – Provided by IAG

16. Benefits advice leaflets – a selection

From your local Jobcentre

** these are not obligatory*

Case Study 2 - Herefordshire & Worcestershire

Hereford & Worcester produce a full list of resources that can be made available for IAG information Points. This is distributed to organisations who are then invited to complete a request form indicating which of the available resources they wish to acquire. This includes computer software packages (CID, Adult Directions and MICAD)

Case Study 3 – Cambridgeshire & Peterborough

The IAG Partnership has taken over the production of **Classes 2001/02** (formerly a TEC activity). It now covers the **whole** IAG area and is a comprehensive listing of not only adult learning, but other information including funding, ES provision etc. 1800 copies are produced.

Table 2 – Careers Information & LLMI: Use of Computer Software

ADULT DIRECTIONS	Listed by 29 partnerships
	Berkshire
	Birmingham & Solihull
	Bolton & Bury
	Bristol
	Calderdale & Kirklees
	Cambs & Peterborough
	Coventry& Warwicks
	Durham
	Essex
	Glos
	Glos South
	Herefordshire & Worcs
	Leeds
	Leics & Leicester
	Lincolnshire NE
	Manchester
	Milton Keynes & Bucks
	Northants
	Oxon
	East Riding
	Sandwell
	Sheffield
	Somerset N
	Staffs
	Suffolk
	Sussex West
	Tyneside
	Wigan
	Wiltshire & Swindon
FUNDERFINDER	Listed 7 partnerships
	Glos
	Lincolnshire & Rutland
	Norfolk
	Sandwell
	Sheffield
	Somerset N
	Surrey
LEARNDIRECT FUTURES	Listed by 6 partnerships
	Berkshire
	Calderdale & Kirklees
	Glos
	Lincolnshire & Rutland
	London N
	Manchester

OCCUPATIONS CD ROM	Listed by 6 partnerships
TRAINING ACCESS POINTS	Listed by 5 partnerships
CV PACKAGES	Listed by 5 partnerships
KEYCLIPS	Listed by 5 partnerships
CAREERSCAPE	Listed by 4 partnerships
ECCTIS	Listed by 4 partnerships
ODYSSEY	Listed by 4 partnerships
KEYNOTES	Listed by 4 partnerships
CID	Listed by 3 partnerships
PATHFINDER	Listed by 3 partnerships
WORKTRENDS	Listed by 2 partnerships
MICAD	Listed by 2 partnerships
CAREERS INFORMATION DATABASE	Listed by 2 partnerships
CAREERS ON THE NET	Listed by 2 partnerships
SUPER CID	Gloucestershire
KEYNOTES PLUS	Manchester
LEARNING INFORMATION DATABASE	Calderdale & Kirklees
WORKTRAIN	Manchester
KUDOS	Norfolk
DOTSMARKS	Gloucestershire
ON COURSE DIRECTORY	Lincolnshire NE
NETWORK FORUMS	Dudley
LOCAL STATISTICS	Dudley
NATIONAL STATISTICS	Dudley
CAREERS ON THE NET	Durham
LEEDS LEARNING WORKS	Leeds
ON-LINE IAG PACKAGE 'I-WAY'	London North (see case study below)
NORTH WEST WORKPLACE	Manchester
JOBHUNTER	Sandwell
CAREER BUILDER	Surrey
LINK TO LEARNING CD ROM	Tyneside

Case Study – North London

The I-way project is an on-line IAG package connected to the North London website. It can also be loaded onto a laptop computer and although obviously not live at that point it can still be used in outreach locations where there is no internet access. Contact Vanessa Caines IAG Development Worker for further information on 020 8370 3508 or email: Vanessa.caines@prospects.co.uk.

Appendix 1 - CAREERS INFORMATION & LLMI

- Has your IAG partnership:
 Identified particular information resources which you are recommending IAG providers responsible for providing careers information should hold as a minimum? OR
 B. Allowed IAG providers themselves to make decisions about their own resources? OR
 C. Both of the above

PARTNERSHIP AREA	A	B	C	ADDITIONAL COMMENTS
Barnsley Doncaster & Rotherham	◆			
Berkshire	◆			
Birmingham & Solihull	◆			
Bolton and Bury			◆	<i>Have identified resources that would be useful but have also allowed partners to self select</i>
Bournemouth, Dorset & Poole	◆			
Bristol			◆	
Calderdale & Kirklees	◆			
Cambridgeshire & Peterborough			◆	
Cornwall & Devon	◆			
Coventry & Warwickshire			◆	<i>Suggested list plus option to decide themselves</i>
Cumbria	◆			
Dudley	◆			
Durham	◆			<i>Providers can add to the recommended material</i>
Essex	◆			
Gloucestershire	◆			<i>We buy the resources directly and decide which resources to buy</i>
Gloucestershire South			◆	<i>Recommend particular information sources for possible purchase</i>
Hampshire		◆		
Herefordshire & Worcestershire	◆			
Hertfordshire		◆		
Lancashire N & W			◆	<i>Minimum contents purchased centrally (with reference to 'Better Choices'). Members encouraged to use delivery funding to purchase other resources appropriate to their customer group.</i>
Leeds	◆			

PARTNERSHIP AREA	A	B	C	ADDITIONAL COMMENTS
Leicester & Leics			◆	<i>Provide a basic pack of minimum resources, but also provide extra funding for organisations to choose own</i>
Lincolnshire & Rutland	◆			<i>Make an allowance for additional resources</i>
Lincolnshire North	◆			
Lincolnshire North East		◆		
London Central		◆		
London North			◆	
London South	◆			
London South Central	◆			
Manchester	◆			
Greater Merseyside		◆		<i>In line with Information Section of GCQS</i>
Milton Keynes & Bucks			◆	
Norfolk			◆	
Northampton			◆	<i>Combination of both depending upon partner organisation</i>
Notts, Greater			◆	
Oldham		◆		
Oxon				
East Riding	◆			<i>Providing standard information stands and some signpost sites</i>
Rochdale	◆			
Sandwell			◆	
Sheffield	◆			
Somerset		◆		
Somerset North		◆		
Staffordshire		◆		
Sunderland		◆		
Suffolk			◆	
Surrey			◆	
Sussex East		◆		
Sussex West	◆			
Tees Valley		◆		
Tyneside		◆		
Wakefield		◆		
Wigan		◆		
Wiltshire & Swindon		◆		
Wolverhampton			◆	
York & N Yorkshire		◆		<i>Guidelines given – but not definitive</i>

Appendix 2 - CAREERS INFORMATION & LLMI

- **Has your partnership provided funds to IAG providers for the purchase of careers information materials?**
- **Has your partnership provided careers information materials to IAG providers?**
- **Has your partnership developed any LLMI materials for IAG providers?**

PARTNERSHIP AREA	Funds to IAG providers	Careers Information materials to IAG providers	LLMI materials
Barnsley Doncaster & Rotherham		◆	◆
Berkshire	◆		
Birmingham & Solihull	◆	◆	
Bolton and Bury		◆	
Bournemouth, Dorset & Poole	◆	◆	
Bristol			
Calderdale & Kirklees	◆	◆	
Cambridgeshire & Peterborough	◆	◆	
Cornwall & Devon	◆	◆	◆
Coventry & Warwickshire	◆	◆	◆
Cumbria		◆	◆
Dudley	◆	◆	◆
Durham	◆		
Essex	◆		
Gloucestershire		◆	
Gloucestershire South			◆
Hampshire	◆	◆	
Herefordshire & Worcestershire		◆	
Hertfordshire	◆		
Lancashire N & W	◆	◆	◆
Leeds		◆	

PARTNERSHIP AREA	Funds to IAG providers	Careers Information materials to IAG providers	LLMI materials
Leicester & Leics	◆	◆	◆
Lincolnshire & Rutland		◆	
Lincolnshire North		◆	
Lincolnshire North East	◆	◆	◆
London Central	◆	◆	
London North	◆	◆	◆
London South		◆	◆
London South Central	◆	◆	
Manchester	◆	◆	In development
Greater Merseyside	◆	◆	
Milton Keynes & Bucks	◆		
Norfolk	◆	◆	
Northampton	◆	◆	◆
Notts, Greater		◆	◆
Oldham	◆		
Oxon	◆	◆	
East Riding		◆	◆
Rochdale	◆	◆	
Sandwell		◆	
Sheffield	◆	◆	◆
Somerset		◆	
Somerset North	◆	◆	
Staffordshire	◆		
Sunderland		◆	
Suffolk	◆	◆	◆
Surrey		◆	
Sussex East	◆	◆	◆
Sussex West		◆	
Tees Valley			
Tyneside	◆	◆	
Wakefield		◆	◆
Wigan			
Wiltshire & Swindon	◆		
Wolverhampton		◆	
York & N Yorkshire		◆	◆

Marketing and Publicity

➤ Which of the following methods have you used to advertise your IAG partnership or IAG services?

- | | |
|---------------|---------------------|
| a) Radio | d) Leaflets |
| b) Television | e) Events/Roadshows |
| c) Newspapers | f) Sponsorships |

Table 1: Advertising Methods - Totals

LEAFLETS	51 respondents	91%
EVENTS/ROADSHOWS	49 respondents	87.5 %
NEWSPAPERS	44 respondents	78.5 %
RADIO	21 respondents	37.5 %
SPONSORSHIPS	11 respondents	19.5 %
TELEVISION	6 respondents	10.5%

➤ If you have used leaflets as a form of publicity please give details of the types of leaflet you have produced. Give details of the purpose of each, the target audience at which it is aimed and the organisations to which it has been distributed.

Table 2: Publicity Leaflets

PARTNERSHIP AREA	
Berkshire	<ul style="list-style-type: none"> Produce A5 leaflets which are general on one side and localised on the other
Bolton & Bury	<ul style="list-style-type: none"> Produce basic fold-out leaflet detailing IAG levels of service, eligibility criteria, 0800 number & website; used at events, Adult Learners' Week and sent to Partners and local groups. Also have multi-purpose postcards which can be used as appointment cards, information cards and referral cards.
Calderdale & Kirklees	<ul style="list-style-type: none"> Produce a leaflet advertising the resources within the Partnership including the new Community-based Information Points open for public use; distributed to members, community organisations and libraries. Have also produced a flyer advertising the GAIN Help-desk which is operated from the busiest Job Centre four days a week. This has been distributed to claimants when they sign-on. In the process of producing a leaflet to promote IAG and the Partnership members to the general public

Table 2: Publicity Leaflets (contd)

Cambridgeshire & Peterborough	<ul style="list-style-type: none"> • Produce one generalised leaflet promoting help with learning/work.
Herefordshire & Worcestershire	<ul style="list-style-type: none"> • Will be producing a list of providers to be distributed in various public outlets.
Hertfordshire	<ul style="list-style-type: none"> • Produce leaflets for the public which are distributed to the 150 outlets of 60 partners
Leeds	<ul style="list-style-type: none"> • Have developed a portfolio of promotional material. • 'Bounce into Work & Training' leaflet has been developed for clients and a variety of informal leaflets used by advice workers. • The 'Bounce into Work' theme has also been used for posters and a promotional stand.
Lincolnshire & Rutland	<ul style="list-style-type: none"> • Produce a flyer and posters with a central contact number and website address. • Now have an entry in the Yellow Pages
Greater Merseyside	<ul style="list-style-type: none"> • 3 separate partnerships have used a variety of methods. Now in process of re-thinking leaflet marketing.
Milton Keynes & Bucks	<ul style="list-style-type: none"> • Produce generic leaflets and flyers. • Plan to develop flyers for ethnic groups and the partially sighted.
Suffolk	<ul style="list-style-type: none"> • Help fund leaflets produced by providers. • IAG leaflets: <ol style="list-style-type: none"> a) one for potential members b) one for members of the public. All distributed throughout partnership, especially libraries
Sunderland	<ul style="list-style-type: none"> • Currently designing a freepost card which explains what services are available as part of IAG. This includes a tear-off portion which is returned to the central office to request further information or advice.
Wiltshire & Swindon	<ul style="list-style-type: none"> • General leaflet giving information about outreach workers. • Location specific leaflet outlining services on offer at particular venues. • Leaflets produced in Braille and about 13 languages
York & N Yorks	<ul style="list-style-type: none"> • Each delivery partner uses its own publicity/flyers etc. Adopt a much more localised approach.

Table 3: Events/Roadshows

PARTNERSHIP AREA	
Bolton & Bury	<ul style="list-style-type: none"> • Held "launch" event for materials, website and directory. • Invited a range of different agencies in target sectors.
Calderdale & Kirklees	<ul style="list-style-type: none"> • Have run consultation events for managers in the voluntary sector. • Have also publicised GAIN through attending events organised by others eg. Jobsfair for ethnic minority graduates and Futures Fair.
Cambridgeshire & Peterborough	<ul style="list-style-type: none"> • Supported roadshows organised by Partners with small grants.
Hertfordshire	<ul style="list-style-type: none"> • Organised Roadshow Event in conjunction with NIACE/Anglia TV.
Leeds	<ul style="list-style-type: none"> • Events organised by Partner members and other affiliate and signposting organisations are regularly covered by the Advice Worker Team using Network and partner member promotional material. • Have not as yet organised an event by the partnership for clients and/or external organisations.
now! Lancashire N & W	<ul style="list-style-type: none"> • Community roadshows
Milton Keynes & Bucks	<ul style="list-style-type: none"> • Have attended three 'Careers 2001' events held in Town Centres which were very popular with the public! • Plan to organise more localised events, especially in rural/deprived communities.
Suffolk	<ul style="list-style-type: none"> • Two consultation events for men and women from black and minority ethnic communities. • Accreditation/Adult Learner Week Awards/Anglia Action/NIACE Roadshow.

USE OF RADIO OR TELEVISION TO ADVERTISE IAG SERVICES/PARTNERSHIP

- Partnerships were asked whether, if they had used radio or television to advertise IAG, what form this had taken, how effective it was in achieving publicity and would partnerships use it again?

6 respondents to questionnaire 2 mentioned the use of radio and 2 respondents mentioned the use of television. The majority made positive comments about their experience of this. Only 1 out of the 6 was very definite about **not** wanting to use this form of publicity again because of the expense involved.

CASE STUDIES – USE OF RADIO AND TELEVISION

Case Study 1 – Cambridgeshire & Peterborough

In addition to running a radio campaign aimed at targeting rural areas via the Community Radio serving the Fenland area Cambridgeshire IAG network have worked with local BBC radio on various projects eg. Adult Learners' Week. They have also developed close ties with the BBC Regional Learning Adviser.

Case Study 2 - Hertfordshire

Took part in an interview for a local television station. Say they would definitely use this form of publicity again.

Case Study 3 - Milton Keynes & Buckinghamshire

Have participated in interviews with radio news crews. *"Would love to do more"*.

Case Study 4 - Suffolk

BBC television reported on the Accreditation/Adult Learner Week Award event. It was also featured by Anglia TV and BBC Radio Suffolk .

Case Study 5 - West Sussex

"We used radio once – the consensus seems to be it ain't worth it – too expensive for the results you get. We would not use it again."

Case Study 6 - Wiltshire & Swindon

Have participated in radio broadcasts taking the form of information-giving about the service etc.

LOCAL BRANDED MATERIAL OR LOGO

Examples:

Bolton & Bury

Logo and concept used on all marketing materials, newsletter, directory, website, correspondence etc.

Hertfordshire

"Plum" brand & logo developed as a "non-sector specific" identifier.

Lincolnshire

Logo used on all marketing material produced centrally. Most of partner providers have also started to use it on their own publications. *"Instead of using a brand name we stick to 'IAGA' as the logo is quite eye-catching itself and doesn't interfere with providers' own."*

West Sussex

Brand used *"on everything from letterheads, to publications, to signs. The idea is that we use it the same way any other service uses a brand/logo to advertise their presence."*

York & N Yorkshire

"We have a network brand (established pre-IAG). This is used on communication to practitioners NOT public in the main."

Case Study – now! (Lancashire N & W)

Lancashire's branding also incorporates a series of key messages which can be included on various promotional items. The following is taken from the now! Communications Plan 2001/02:

"Key Messages

The following key messages have been developed and will be used throughout the communications campaign. In addition they have been structured so that members of the network can also use them as part of their own campaigns.

now!Direct

- *'learning and work opportunities one call away'*

Clothing and promotional items

- *'now! is here!'*
- *'now! a revolution in lifelong learning'*

General strapline on all now! materials

- *'The future is now!:'*
- *'Learning and work opportunities for the future you deserve'*

Messages to existing and prospective members

- *'Join the now! revolution: learning and work innovation in Lancashire North and West'*
- *'Your unique contribution to lifelong learning'*
- *'now!: promoting your information, advice and guidance services direct to customers'*
- *'xxxxxxx part of the now! learning revolution for adults'*
- *'xxxxxxx is part of the now! network for delivering learning and work opportunities.'* "

NATIONAL BRANDING FOR IAG

- **Partnerships were asked whether they would favour a national brand for IAG:**
 - a) **Instead of a local brand?**
 - b) **As well as a national brand?**

The majority of respondents were in favour of a national brand but in many cases it was felt that this should exist alongside the local branding and not replace it. Some partnerships expressed the opinion that a national branding would need to be accompanied by a strong national publicity campaign which would then prompt enquiries at a local level. Examples of partnership comments are as follows:

FAVOUR A NATIONAL BRANDING ALONGSIDE LOCAL BRAND

- **National branding favoured as an overlay brand NOT to replace local brand. Very strongly believe we need national publicity that will prompt enquiries at local level.**
- **I'd like a national brand but our local brand is well established**
- **Would favour a national brand alongside a local brand.**
- **Would like a national brand to supplement a local brand.**
- **Favour a national brand for public end of service – keep current network brand for practitioners.**

FAVOUR A NATIONAL BRAND

- **National branding would be valued instead of a local brand.**
- **A national brand would be welcome. No strong feelings about whether or not this should be instead of or as well as a local one.**
- **We would favour the development of a national brand.**

NOT IN FAVOUR OF NATIONAL BRAND

- **No to national brand – unless it can be used alongside local brand, but more importantly only if backed by a major national PR campaign.**
- **As a co-ordinator, I am not too enthusiastic about having a national brand when so many partnerships have now developed their own.**
- **National Brand?: too late for this!**

Appendix 1: MARKETING & PUBLICITY

➤ Which of the following methods have you used to advertise your IAG partnership or IAG services?

- | | |
|---------------|---------------------|
| a) Radio | d) Leaflets |
| b) Television | e) Events/Roadshows |
| c) Newspapers | f) Sponsorships |

PARTNERSHIP AREA	Radio	Television	Newspapers	Leaflets	Events/ Roadshows	Sponsorships
Barnsley Doncaster & Rotherham			◆	◆	◆	
Berkshire				◆	◆	
Birmingham & Solihull	◆		◆	◆	◆	
Bolton and Bury			◆	◆	◆	◆
Bournemouth, Dorset & Poole	◆		◆	◆	◆	
Calderdale & Kirklees			◆	◆	◆	
Cambridgeshire & Peterborough	◆		◆	◆	◆	
Cornwall & Devon			◆	◆	◆	
Coventry & Warwickshire			◆	◆	◆	
Cumbria			◆	◆	◆	
Dudley			◆	◆	◆	
Durham				◆	◆	
Essex	◆		◆	◆	◆	
Gloucestershire		◆		◆	◆	
Gloucestershire South	◆	◆				◆
Hampshire	◆		◆	◆	◆	◆
Herefordshire & Worcs			◆	◆	◆	
Hertfordshire			◆	◆	◆	
Lancashire N & W	◆		◆	◆	◆	◆
Leeds				◆	◆	
Leicester & Leics			◆	◆	◆	
Lincolnshire & Rutland	◆		◆	◆	◆	◆

PARTNERSHIP AREA	Radio	Television	Newspapers	Leaflets	Events/ Roadshows	Sponsorships
Lincolnshire North East		◆	◆	◆	◆	
London Central			◆	◆	◆	
London North			◆	◆	◆	
London South			◆	◆	◆	
London South Central			◆	◆	◆	
Manchester			◆	◆	◆	
Greater Merseyside			◆	◆	◆	◆
Milton Keynes & Bucks			◆	◆	◆	
Norfolk	◆		◆	◆	◆	◆
Northampton	◆		◆	◆	◆	
Notts, Greater	◆		◆	◆	◆	
Oldham				◆	◆	
Oxon	◆	◆				◆
East Riding			◆	◆	◆	◆
Rochdale	◆		◆	◆	◆	
Sandwell			◆	◆	◆	
Sheffield	◆		◆	◆		
Somerset	◆	◆	◆	◆	◆	
Somerset North				◆	◆	
Staffordshire	◆		◆	◆	◆	◆
Sunderland			◆	◆	◆	
Suffolk	◆	◆		◆	◆	◆
Surrey	◆		◆	◆		
Sussex East			◆	◆	◆	
Sussex West	◆		◆	◆	◆	
Tees Valley			◆	◆	◆	
Tyneside			◆	◆	◆	
Wakefield			◆	◆	◆	
Wigan	◆		◆	◆	◆	
Wiltshire & Swindon	◆		◆	◆	◆	
York & N Yorkshire	Delivery partners/network use a variety of mechanisms not centrally dictated.					

Computer Software

OTHER COMPUTER SOFTWARE USED	
Bournemouth, Dorset & Poole	Corporate Horizons – used within Learndirect Centres as part of Ufl contract
Calderdale & Kirklees	GAIN members have access to EXODUS and NARIC databases through the Careers Service Learning Line
Cambridgeshire & Peterborough	Skill Solve for Training Needs analysis
Durham	Development of video conferencing, particularly in libraries to develop access in rural areas
Leicestershire & Leics	Access Database for Client MI – purchased from N. London IAG Partnership
Lincolnshire & Rutland	JiIG-CAL self-evaluation package
London South	Learndirect-futures.org.uk
Northants	Kangeroo – East Mids Careers Companies CD Rom Evaluating CD writer
East Riding	CSRS for recording client data
Sandwell	Client database software – PAGS
Sussex West	OFL Database
Tyneside	KEYPOINT for the use of partners in designing questionnaires
Wigan	GAB statistics package
Wiltshire & Swindon	Easiquest Promicad
York & N. Yorkshire	PINPOINT – to analyse customer feedback questionnaires

CASE STUDY – Tyneside

"We made Keypoint available for partners use on a network laptop and also to buy themselves at a reduced rate as part of a negotiated deal with the company, Logotron and Longman Software Publishing. The software allows you to design questionnaires and analyse the results. It's being used by both Universities (4 departments), the Careers Service and one FE college on Tyneside with good results.

The website address for more information on Keypoint is www.camsp.com."

Evaluation of Services and CQI

- Does your partnership have a CQI strategy?

	<i>No of respondents</i>	<i>%</i>
<i>YES</i>	<i>33</i>	<i>59</i>
<i>NO</i>	<i>21</i>	<i>37.5</i>
<i>DEVELOPING</i>	<i>2</i>	<i>3.5</i>

- If so, what are your priorities for the coming year?

Table 1 – CQI Priorities

PARTNERSHIP	CQI PRIORITIES
Berkshire	<ul style="list-style-type: none"> • 2 maintenance workshops for accredited organisations • Review of referrals process • Evaluation of current NVQ provision.
Birmingham & Solihull	<ul style="list-style-type: none"> • Widening participation • Value for money

PARTNERSHIP	CQI PRIORITIES
	<ul style="list-style-type: none"> • Additionality.
Bolton and Bury	<ul style="list-style-type: none"> • Use of Quality Sub-group to develop CQI.
Bournemouth, Dorset & Poole	<ul style="list-style-type: none"> • Achieve and maintain accreditation for all Full Partners • Develop an open shopping system where partners “shop” each other and share good practice.
Bristol	<ul style="list-style-type: none"> • Mentors for those organisations going through accreditation • Training needs analysis for staff & volunteers of member organisations • Developing Information Resources for member organisations in line with GC Quality improvements.
Calderdale & Kirklees	<ul style="list-style-type: none"> • Helping organisations with the re-accreditation process • Getting more front-line staff actively involved in professional development.
Cambridgeshire & Peterborough	<ul style="list-style-type: none"> • GAB Accreditation.
Cornwall & Devon	<ul style="list-style-type: none"> • Internal evaluation via SWOT analysis at local & regional level • Questionnaires to all partners regarding areas of concern • Monitoring feedback for clients & partners • Workshop with GCC at half-year point for Strategic planning group to consider performance & delivery of Business Plan so far.
Coventry & Warwickshire	<ul style="list-style-type: none"> • Referral/networking • Monitoring/feedback • Support of newly accredited members via “life after accreditation” workshops.
Dudley	<ul style="list-style-type: none"> • Within Business Plan, linked to coherence, standards and local/individual needs.
Durham	<ul style="list-style-type: none"> • Assessing priority client group and usage.
Gloucestershire	<ul style="list-style-type: none"> • Putting full partners through the Guidance Council standards

PARTNERSHIP	CQI PRIORITIES
Gloucestershire (ctd)	<ul style="list-style-type: none"> • Ensuring all partners are working to GC Code of Principles • Regular meetings of Quality Team • Mystery Shopping.
Gloucestershire South	<ul style="list-style-type: none"> • NVQ II & III Training • Maintaining a Careers Library resource • Basic skills awareness training • CPD for frontline staff.
Hampshire	<ul style="list-style-type: none"> • Achievement of GC standards for 6 organisations in Voluntary and Community sector • Develop internal audit procedures • Extend Mystery Shopper arrangements.
Herefordshire & Worcs	<ul style="list-style-type: none"> • Staff development • Client feedback • Guidance Council workshops and consultancy sessions.
Lancashire N & W	<ul style="list-style-type: none"> • Develop individual plans with each member organisation • Develop internal audit programme • Mystery shopping development.
Leeds	<ul style="list-style-type: none"> • Client feedback.
Lincolnshire North	<ul style="list-style-type: none"> • Staff training & development • Training for Community Learning Advisers within the IAG network workshop (OCN, NVQ 3 Guidance) • Encourage voluntary organisations to achieve accreditation.

PARTNERSHIP	CQI PRIORITIES
London North	<ul style="list-style-type: none"> • Support partners to maintain requirements for GAB – sharing referral & networking results • To implement marketing campaigns • To develop referral system • To implement common staff appraisal model and train pool of assessors • To audit information resources and build on results of this • Mystery shopping • To introduce IAG organisational development plans for members to identify development programme/needs.
Manchester	<ul style="list-style-type: none"> • Raising profile of Guidance Council standards • Ensure relevant organisations are registered for accreditation • Action-planning with organisations on key areas for improvement.
Greater Merseyside	<ul style="list-style-type: none"> • Quality development plan.
Notts, Greater	<ul style="list-style-type: none"> • Regular practitioners meetings • Support with mechanisms/procedures.
East Riding	<ul style="list-style-type: none"> • Continue to develop referral mechanisms between partners • Establish standard information stands in 30 locations • Establish learner consultation forum, jointly with Local Learning Partnership.

PARTNERSHIP	CQI PRIORITIES
Sandwell	<ul style="list-style-type: none"> • Quality Improvement Group – made up of accredited members • Quality Development Plan for network organisations review of plans • Staff appraisal for CAMPAG Units • Network meetings • Induction to Network • Staff session for Network • Client feedback for Standards • Mystery Shopping.
Somerset	<ul style="list-style-type: none"> • Promotion of GCQS to voluntary and community organisations with an emphasis on basic skills providers • Run training events on the Guidance Council code of principles for those organisations working towards GCQS.
Suffolk	<ul style="list-style-type: none"> • To provide the locally developed Open College Network, Levels I & II in Information and Advice work for 50 “front line” staff across the network. • Support up to 10 network staff to undertake appropriate training (eg. NVO 3) • Mount a programme of meetings, workshops and training events to support staff from potential/existing network members working towards accreditation. • Improve the availability and use of LLMI to enhance client decisions and outcomes. • Monitor and support the availability of information across the network to a benchmarked standard. • Develop and implement referral guidelines with Suffolk Connexions, backed by appropriate training. • Develop and implement policy guidelines re Career Development Loans endorsements, backed by appropriate training. • Develop and implement a customer evaluation strategy to evaluate overall network performance and improve service provision. • Provide training to help information and advice providers to identify clients with basic skills needs and refer them accordingly. • Develop and implement an annual training plan to enhance service quality across the network.

PARTNERSHIP	CQI PRIORITIES
Sussex West	<ul style="list-style-type: none"> • GAB Accreditation.
Tees Valley	<ul style="list-style-type: none"> • Develop staff competence • Embed use of Client referral system • Promote information resources including use of websites.
Tyneside	<ul style="list-style-type: none"> • Improve range and delivery of information • Quality working groups for specific aspects of work: staff training & appraisal, client feedback/mystery shopping, building on accreditation.
Wakefield	<ul style="list-style-type: none"> • Training • Expansion of GAB/GC accreditation.
Wigan	<ul style="list-style-type: none"> • To maintain accreditation • Develop mentoring system • Quarterly meetings • Develop CQI Annual Timetable.
Wiltshire & Swindon	<ul style="list-style-type: none"> • Building on accreditation • Evaluation of mystery shopping • Planning for quality audits relating to service delivery.
York & N Yorkshire	<ul style="list-style-type: none"> • Obtaining & retention of Guidance Council Standards • Training for staff in full member organisations to OCN Level 2 minimum.

Table 2: CQI PRIORITIES – SUMMARY

ACCREDITATION Achievement, maintenance & Support	GAB accreditation	Cambs & Peterborough
	" "	Sussex West
	Achieve and maintain accreditation for full partners	Bournemouth, Dorset & Poole
	Mentoring for those going through accreditation process	Bristol
	Maintenance workshops for accredited organisations	Berkshire
	Helping organisations with re-accreditation process	Calderdale & Kirklees
	Support of newly accredited members via "life after accreditation" workshops	Coventry & Warwickshire
	Expanding accreditation in FE sector	Essex
	Putting Full Partners through the Guidance Council standards	Gloucestershire
	Ensuring all partners are working to GC Code of principles	" "
	Achievement of GC standards for 6 organisations in Vol/Community sector	Hampshire
	Guidance Council workshops and consultancy sessions	Hereford & Worcestershire
	Encourage voluntary organisations to achieve accreditation	Lincolnshire North
	Support partners to maintain requirements for GAB – sharing referral & networking results	London North
	Ensure relevant organisations are registered for accreditation	Manchester
	Raising profile of Guidance Council standards	" "
	Six new organisations to become accredited within the coming year	Rochdale
	Promotion of GCOS to Vol/Community organisations, particularly basic skills providers	Somerset
	Run training events on the Guidance council Code of Principles for those organisations working towards GCOS	" "
	Programme of meetings and training events to support staff towards accreditation	Suffolk
	Expansion of GAB/GC accreditation	Wakefield
To maintain accreditation	Wigan	
Building on accreditation	Wiltshire & Swindon	
Obtaining & retention of Guidance Council standards	York & N Yorkshire	
TOTAL	21 partnerships	

TRAINING/ PROFESSIONAL DEVELOPMENT	Evaluation of current NVQ provision	Bristol
	Training needs analysis for member organisations	" "
	Getting more front-line staff actively involved in professional development	Calderdale & Kirklees
	NVQ II & III Training	Gloucestershire South
	Basic Skills awareness training	" "
	CPD for Front-line staff	" "
	Staff development	Hereford & Worcs
	Staff Training & Development	Lincolnshire North
	Training for Community Learning Advisers within the IAG network (OCN, NVQ 3 Guidance)	" "
	Staff appraisal for CAMPAG Units	Sandwell
	To provide OCN, Levels I & II in Information and Advice work for "Front Line" staff	Suffolk
	Support up to 10 network staff to undertake appropriate training (eg. NVQ 3)	" "
	Provide training to help information and advice providers to identify clients with basic skills needs.	" "
	Develop and implement annual training plan	" "
	Develop staff competence	Tees Valley
	Training	Wakefield
Training for staff in full member organisations to OCN Level 2 minimum	York & N Yorkshire	
TOTAL	10 partnerships	
MYSTERY SHOPPING	Mystery Shopping	Gloucestershire
	" "	London North
	" "	Sandwell
	Extend Mystery shopping arrangements	Hampshire
	Mystery shopping development	Lancashire N & W
	Evaluation of mystery shopping	Wiltshire & Swindon
	6 partnerships	

INFORMATION RESOURCES	Developing information resources for member organisations in line with GC Quality improvements	Bristol
	Information Resources	Essex
	Maintaining a Careers Library resource	Gloucestershire South
	To audit information resources and build on results of this	London North
	Establish standard information stands in 30 locations	East Riding
	Monitor and support the availability of information across the network to a benchmarked standard	Suffolk
	Improve the availability and use of LLMI to enhance client decisions and outcomes	" "
	Promote information resources including use of websites	Tees Valley
	Improve range and delivery of information	Tyneside
TOTAL	8 partnerships	
CLIENT FEEDBACK	Monitoring feedback for clients & partners	Cornwall & Devon
	Monitoring/feedback	Coventry & Warwickshire
	Client feedback and appraisal	Essex
	Client feedback	Herefordshire & Worcs
	" "	Leeds
	Establish learner consultation forum, jointly with LLP	East Riding
	Client feedback for standards	Sandwell
	Develop and implement a customer evaluation strategy to evaluate overall network performance and improve service provision	Suffolk
TOTAL	8 partnerships	
REFERRALS	Review of referrals process	Berkshire
	Referral/networking	Coventry & Warwickshire
	To develop referral system	London North
	Continue to develop referral mechanisms between partners	East Riding
	Embed use of client referral system	Tees Valley
TOTAL	5 partnerships	

QUALITY GROUPS	Use of Quality sub-group to develop CQI	Bolton & Bury
	Regular meetings of Quality Team	Gloucestershire
	Quality Improvement Group – made up of accredited members	Sandwell
	Quality working groups for specific aspects: staff training & appraisal, client feedback/mystery shopping, building on accreditation	Tyneside
TOTAL	4 partnerships	
DEVELOPMENT/ ACTION PLANS FOR NETWORK ORGANISATIONS	Develop individual plans with each member organisation	Lancashire N & W
	To introduce IAG organisational development plans for members to identify development programme/needs	London North
	Quality Development Plan for network organisations – review of plans	Sandwell
	Action-planning with organisations for key areas of improvement	Manchester
TOTAL	4 partnerships	
SUPPORTING THE NETWORK	Support with mechanisms/procedures	Notts, Greater
	Induction to Network	Sandwell
	Develop mentoring system	Wigan
TOTAL	3 partnerships	
NETWORK MEETINGS	Regular practitioners meetings	Notts, Greater
	Network meetings	Sandwell
	Quarterly meetings	Wigan
TOTAL	3 partnerships	
AUDIT/ EVALUATION	Internal evaluation via SWOT analysis at local & regional level	Cornwall & Devon
	Develop internal audit programme	Lancashire N & W
	Planning for quality audits related to service delivery	Wiltshire & Swindon
TOTAL	3 partnerships	

MONITORING BUSINESS PLAN DELIVERY	Workshop with GCC at half-year point for Strategic Planning Group to consider performance and delivery of Business Plan so far	Cornwall & Devon
	Within Business Plan, linked to coherence, standards and local/individual needs	Dudley
TOTAL	2 partnerships	
OTHER	Widening participation	Birmingham & Solihull
	Value for money	" "
	Additionality	" "
	Develop and open-shopping system where partners "shop" each other and share good practice	Bournemouth, Dorset & Poole
	Questionnaires to all partners re areas of concern	Cornwall & Devon
	Assessing priority client group and usage	Durham
	To implement marketing campaigns	London North
	Develop and implement referral guidelines with Suffolk Connexions, backed by appropriate training	Suffolk
	Develop and implement policy guidelines re Career Development loans endorsements	" "
	Develop CQI Annual Timetable	Wigan
Total:	7 partnerships	

CQI PRIORITIES – SUMMARY

ACCREDITATION	21
TRAINING/PROFESSIONAL DEVELOPMENT	10
MYSTERY SHOPPING	6
INFORMATION RESOURCES	8
CLIENT FEEDBACK	8
REFERRALS	5
QUALITY GROUPS	4
DEVELOPMENT/ACTION PLANS FOR NETWORK ORGANISATIONS	4
SUPPORTING THE NETWORK	3
NETWORK MEETINGS	3
AUDIT/EVALUATION	3
MONITORING BUSINESS PLAN DELIVERY	2
OTHER/MISCELLANEOUS	7

BENEFITS OF ACCREDITATION – PROMOTION STRATEGIES

- **Partnerships were asked what strategies they had used to promote the benefits of accreditation to organisations and whether they had encountered any particular difficulties eg. in persuading organisations to register for accreditation or with the accreditation process itself.**

Partnership strategies included:

- Achievement of standards promoted as CQI mechanism.
- Recognition of achievement.
- Delivery funding dependent upon achievement of standards.
- Assistance with paying for accreditation fees – particularly the voluntary and community sector.
- Accreditation/Quality standards Seminars.
- Supporting partners working towards accreditation.
- Supporting partners working towards accreditation renewal.
- Accreditation promotion at network events.
- Accreditation promotion to voluntary/community sector undertaken by peripatetic community development worker.
- Guidance Council Consultants promotional visits.
- Guidance Council Introductory days.
- IAG Staff promotional visits to organisations.
- Telling providers about others who have achieved accreditation.
- Training incentives.
- “Drip-feed” approach combining personal conversations, peer pressure, provision of workshops etc.

ACCREDITATION PROMOTION – CASE STUDIES

Case Study 1 - Calderdale & Kirklees

"We encourage the use of the Standards as a mechanism for Continuous Quality Improvement. We give organisations recognition for achieving them and also encourage them by stressing the need to obtain the Standards in order to access delivery funding. (Non-accredited organisations can only access support with delivery through our Approved Supplier List, whereby they can access the services of an accredited partner free of charge). We pay the application and accreditation fees for the voluntary and community sector. The cost of accreditation is off-putting and the difference between doing the A and B standards is a particular issue for some organisations."

Case Study 2 - York and N Yorkshire

Adopted a "drip-feed" approach: "Ran workshops having targeted via individual phone calls/meetings etc. These gave information and peer group pressure. Drip-feed approach in newsletter – offer of possibility of IAG money if achieve standards important."

ACCREDITATION - PROBLEMS

Summary of problems encountered:

- *Cost of accreditation off-putting*
- *Difference between doing the A and B standards is a particular issue for some organisations*
- *Small organisations have problems*
- *Multi-sited organisations have problems of scale and coherence.*
- *Voluntary and community sector organisations are put off by the idea of having to apply for registration.*
- *Time pressures involved in completing accreditation*
- *Organisations need constant encouragement to motivate them to complete accreditation.*
- *Resistance encountered from the HE sector.*
- *Those unlikely to be funded by IAG are not so keen on accreditation*
- *Organisations do not always see relevance of accreditation to them – other standards 'get in first'.*

One partnership felt that "The cost and work involved in accreditation is proving a very real barrier to organisations wishing to become full members of the network."

- *What methods have you used to obtain feedback from clients in order to evaluate IAG services?*

Table 3 – Client Feedback Methods

Partnership Area	CLIENT FEEDBACK METHODS
<i>Berkshire</i>	<ul style="list-style-type: none"> • <i>Organisations have produced questionnaires suited to their own client groups (using the Quality Standards questions).</i>
<i>Bolton & Bury</i>	<ul style="list-style-type: none"> • <i>All partners are administering client feedback questionnaires.</i>
<i>Calderdale & Kirklees</i>	<ul style="list-style-type: none"> • <i>Client feedback questionnaires. Information not disclosed to partnership – confidential to the organisations concerned.</i>
<i>Cambridgeshire & Peterborough</i>	<ul style="list-style-type: none"> • <i>Individual organisations are collecting client feedback which will be looked at in early 2002.</i>
<i>Herefordshire & Worcestershire</i>	<ul style="list-style-type: none"> • <i>Client feedback forms</i>
<i>Hertfordshire</i>	<ul style="list-style-type: none"> • <i>GAB systems</i>
<i>Leeds</i>	<ul style="list-style-type: none"> • <i>Client feedback gained from advice worker interactions.</i>
<i>Lincolnshire & Rutland</i>	<ul style="list-style-type: none"> • <i>Client survey – a suite of questionnaires was produced using Pinpoint. These can be scanned by OMR.</i>
<i>Milton Keynes & Bucks</i>	<ul style="list-style-type: none"> • <i>Complaints procedure in operation. Accredited sites obtain feedback.</i>
<i>Suffolk</i>	<ul style="list-style-type: none"> • <i>Use of “Opinion Meter”</i>
<i>Wiltshire & Swindon</i>	<ul style="list-style-type: none"> • <i>Use client feedback forms</i> • <i>Planning focus groups</i>
<i>York & N Yorks</i>	<ul style="list-style-type: none"> • <i>Client questionnaires used</i>
<i>Wakefield</i>	<ul style="list-style-type: none"> • <i>Client questionnaires delivered personally on a sample basis.</i>

➤ *What methods do you use to evaluate delivery and management of IAG services*

Table 4: Evaluation Methods

Partnership Area	EVALUATION METHODS DELIVERY & MANAGEMENT OF IAG SERVICES
Bolton & Bury	<ul style="list-style-type: none"> • <i>Mystery shopping pilots funded by the LSC</i>
Calderdale & Kirklees	<ul style="list-style-type: none"> • <i>See case study below</i>
Cambs & Peterborough	<ul style="list-style-type: none"> • <i>Have recently carried out an evaluation of the impact of the Partnership on IAG delivery in the County. Plans are in hand to evaluate delivery.</i> • <i>“Self mystery shop” is carried out once an organisation has accreditation.</i>
Hampshire	<ul style="list-style-type: none"> • <i>Have conducted three tranches of mystery shopping – based upon Guidance Council Guidelines.</i>
Herefordshire	<ul style="list-style-type: none"> • <i>Evaluation carried out by independent consultant.</i> • <i>Shortly to carry out survey looking at the impact of the service.</i>
Leeds	<ul style="list-style-type: none"> • <i>Advice workers currently evaluated – need also to look at wider perspective.</i> • <i>Mystery shopping being addressed by individual partners (but not yet started)</i>
Milton Keynes & Bucks	<ul style="list-style-type: none"> • <i>Statistics used to evaluate delivery.</i>
Now!Lancs N & W	<ul style="list-style-type: none"> • <i>MTL commissioned to undertake an independent evaluation of first full year of operation</i>
Wiltshire & Swindon	<ul style="list-style-type: none"> • <i>Have conducted a partnership evaluation</i>
York & N Yorks Wakefield	<ul style="list-style-type: none"> • <i>Focus Group for delivery staff to examine their role and look at ways can improve service.</i> • <i>Contract review meetings</i> • <i>Statistics</i>

EVALUATION – CASE STUDIES

Case Study 1 – Calderdale & Kirklees

"We commissioned a small scale, independent evaluation around the effectiveness of the Partnership and the role of its staff. We are planning a small scale mystery shopping pilot with volunteer organisations this year, but have no other plans at present to 'police' the delivery and management of services. We do aim to promote CQI through our CQI Working Party Workshops that we run on quality issues, specifically the Guidance Standards, and through the support that GAIN staff provide for members."

Case Study 2 – Bournemouth, Dorset & Poole

Bournemouth, Dorset & Poole IAG partnership have developed an 'Open Shopping' system following their dissatisfaction with mystery shopping as a method of evaluation. 'Open Shopping' involves peer assessment and therefore means that the individuals conducting the exercise are able to ask informed questions. Organisations can opt into the Open shopping system and an agreement is then made with the Manager as to what aspects of the work are to be covered eg. reception, information access, computer programmes etc. The system is a completely open one, as organisations are made aware of visits beforehand, and they know the identity of the open shopper! Bournemouth, Dorset & Poole feel that the process constitutes a learning experience for all organisations involved and offers more opportunities for CQI and sharing good practice than the mystery shopping approach.

Case Study 2 – now! Lancashire

"ORC International has been commissioned by the now! Network to undertake mystery shopping visits and telephone calls covering providers throughout the region. Aspects to be covered in the process include:

Marketing & Promotion

Statement of Service

Referral & Networking

Information

Premises

Equipment

Client Records

Initial Client Contact

Advice

Guidance

Support Written Applications

Unmediated Advice and Guidance at a Distance

Career Management Skills

Contact is made using personal visits and telephone calls. Mystery Shoppers remain incognito and act as genuine seekers of IAG services. They are allocated to each provider by their partnership. Mystery Shoppers complete a questionnaire covering the relevant aspects of their experience, including standards of service and whether they received accurate responses to direct questions. Reports are then submitted at individual organisation and partnership levels."

General

➤ What do you think are the main priorities for national IAG development?

The following summarises the main priorities outlined by respondents:

- *Money for guidance.*
- *A higher national profile/advertising for IAG.*
- *Development of an effective interface with the Connexions service.*
- *Improved coherence between agencies eg. Guidance Council, GAB, DfES, LSC.**
- *Improved communication from the above agencies.*
- *A specific government driven strategy with clear goals.*
- *Clearer picture of LSC requirements.**
- *Awareness of role of LSC in monitoring and evaluating quality, outcomes and benefits of IAG services to adults.**
- *Identifying what works well in terms of GCQS**, all aspects of IAG partnership and sharing good practice.*
- *Closer working with the ES.*
- *Involvement of employers.*
- *Making IAG a **priority** in lifelong learning.*
- *Development of a more holistic approach to client need rather than concentrating on fixed definition of I, A and G.*
- *Provision of more careers information materials for adults.*
- *Delivering a generic and wide-ranging (FREE) IAG service for all adults.*
- *Engaging target groups eg. unemployed, those with a disability.*
- *Balancing network growth with quality delivery.*
- *Conducting a mapping exercise to determine the qualifications and experience of staff delivering IAG services.*
- *Longer term contracts (i.e. more than 1 year).*
- *Sustainability.*

Notes:

* It should be noted that since the commencement of the Checklist Project, IAG funding is no longer via the DfES but comes from the National LSC in Coventry and is distributed via local LSCs. IAG partnership contact with the Learning & Skills Council should now therefore be via local LSCs.

** Revised Quality Standards are now due out in February 2002.

OTHER COMMENTS – PRIORITIES FOR NATIONAL DEVELOPMENT:

One partnership felt that the top priority was to provide adequate delivery funding:

“Not only have the guidance pilots been delayed, so that there is still currently no funding for guidance, but there is insufficient funding even for information and advice. The distinctions between information, advice and guidance are often false, and there should be a more holistic approach to client need. The development of an effective interface with Connexions is also a priority.”

“We feel that the Learning Skills Council will be playing a more dominant role next year. They will be placing a high priority on looking at evidence of how the client is benefiting from support from the partnership – are they finding appropriate courses and achieving qualifications? Are disengaged clients accessing advice and learning and work through the partnership? The LSC will be looking at quality and referral.”

➤ **Has your partnership made any links with the “Bargaining for Skills” Initiative?**

Table 1: Links with Bargaining for Skills Initiative

Partnership Area	Links made
Bolton & Bury	<ul style="list-style-type: none"> • Have just started making links
Calderdale & Kirklees	<ul style="list-style-type: none"> • Have begun to make links with TUC, both at local and sub-regional level. • Offering free training to Learning Representatives – hoping to deliver services to supplement their existing provision (finances permitting) • Hope to run an awareness raising/training event for Learner Representatives.
Cambridgeshire & Peterborough	<ul style="list-style-type: none"> • Have tried to make links – but not successful.
Herefordshire & Worcestershire	<ul style="list-style-type: none"> • Carrying out presentations to local employer Learner Representatives.
Lincolnshire & Rutland	<ul style="list-style-type: none"> • Co-ordinate a Union Learning Fund Project. Not directly linked to Bargaining for Skills but is related to it.
Greater Merseyside	<ul style="list-style-type: none"> • TUC Learning Services are associate members of the Partnership and deliver services from employer premises. They have stated an intention to seek GAB accreditation in 2002.
Wiltshire & Swindon	<ul style="list-style-type: none"> • Have made contact with the TUC and individual Trades Unions
York & N Yorks Wakefield	<ul style="list-style-type: none"> • Have made links with the TUC Learning Adviser who led a session at last years IAG Conference.

Table 2: NAEGA Involvement & Awareness

Partnership Area	Aware of NAEGA?	Members?
<i>Berkshire</i>	YES	NO
<i>Herefordshire & Worcestershire</i>	YES	NO
<i>Hertfordshire</i>	YES	NO
<i>Lincolnshire & Rutland</i>	YES	NO
<i>Greater Merseyside</i>	YES	NO – but considering membership
<i>West Sussex</i>	YES	NO
<i>Wiltshire & Swindon</i>	YES	NO
<i>Bolton & Bury</i>	YES	YES – Member of Executive
<i>Calderdale & Kirklees</i>	YES	YES
<i>Cambridgeshire</i>	YES	YES – Corporate members
<i>Leeds</i>	YES	YES – through Leeds Careers Guidance as Lead Body – attended conference
<i>Milton Keynes & Bucks</i>	YES	YES
<i>Suffolk</i>	YES	YES
<i>York & N Yorkshire</i>	YES	YES
<i>Wakefield</i>	YES	YES

