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Mayor's foreword

Even for a city as historically resilient as ours the last year has been pretty challenging. I've always been confident that London, having seen off so many threats over the centuries, will bounce back and my optimism now seems to be more widely shared.

London thrives because of its people, which is why skills alongside attitude are so critical. When opportunities are squeezed, success is harder, competition more fierce, and this was the backdrop to our first Strategy for Skills and Employment last year.

This report provides a short account of the progress that the Board, together with its delivery partners, has made in its first year of existence to improve the way the skills and employment services operate in London. You will read about what that has meant for individual Londoners and their employers. You will see how it has enabled businesses to recruit the right staff and retain them, how integrated employment and skills advice has become available in central London and how individuals have been inspired to change their lives through Personal Best. And you will see how these achievements in turn set the scene for a swift and effective response to the recession that was well choreographed across the key partners.

This has been a good start and we have learned from it but there is much more to do in the current climate. The Board and its delivery partners are determined to build on this solid foundation, managing our way out of the recession with an eye on the future prosperity of our great city, a future which is best represented by our hopes for our young people.

I am grateful to the Board, our partners and to the staff of Jobcentre Plus, the Learning and Skills Council and London Development Agency for the commitment they have shown in our first year. This foundation will be important – we have a vital job to do for London over the next five years and I look forward to their continuing support in achieving our goals. ■



Boris Johnson

Overview

Who we are

The London Skills and Employment Board (LSEB) is responsible for producing and delivering a long-term strategy for skills and employment in London as a catalyst for change. This is our primary source of influence – we do not control budgets or targets. Our primary responsibility is the strategic direction of the Learning and Skills Council's (LSC) adult skills budget. Through the strategy, the Board also influences the work of the London Development Agency (LDA) and Jobcentre Plus. The strategy provides a framework for the delivery agencies to work together to help ensure that regional priorities are taken into account within national initiatives.

The Board is chaired by the Mayor and is employer-led. Members are appointed from employers of large organisations, small businesses, the voluntary sector, local authorities, education and employment providers, and union representatives. This blend of knowledge and experience gives the Board a unique perspective on skills and employment. This is our first report on progress in implementing the strategy.

Creating our first strategy

One of our achievements during 2008/09 was to produce an update to our evidence base, *The London Story*, and our strategy, *London's Future: The Skills and Employment Strategy for London 2009-2013*, for employment and skills. The strategy has been

widely supported following a thorough consultation process with stakeholders over several months. We are grateful to our stakeholders from government, business organisations, local authorities and the voluntary sector for their engagement in and their contribution to this. The richness of those discussions helped us to produce a clear picture of London's challenges and determine an effective way forward.

The challenges we face

Our strategy is designed to address the underlying challenges in the capital. Our vision is to increase the supply of skills required to retain London's competitiveness as a global city, and to tackle the high levels of worklessness and the significant number of Londoners with no qualifications or low skill levels, to overcome the economic and social polarisation in London. London has the highest levels of worklessness in the UK and significant disparities exist between the average employment rates and those of disadvantaged groups. Employers increasingly require high-level skills. While London has the highest skill levels in the UK, there are over 600,000 people with no qualifications at all. From September 2008, the Board and its partners had to address the sudden impact of the recession upon businesses and Londoners. ■

Progressing our aims

In July 2008, we set three strategic aims for our work.

In the following pages, we report our progress on these aims against our published implementation plans for 2008/09 to demonstrate how our work is making a difference to people on the ground.

1

Strategic aim one

Working with employers to support them better in providing more job and skills opportunities to Londoners, to the benefit of their businesses and to keep London's economy competitive.

2

Strategic aim two

Supporting Londoners to improve their skills, job and advancement prospects through integrated employment support and training opportunities.

3

Strategic aim three

Creating a fully integrated, customer-focused skills and employment system.

1

Strategic aim one

Working with employers to support them better in providing more job and skills opportunities to Londoners, to the benefit of their businesses and to keep London's economy competitive.

Action 1: Delivering a London employer awareness campaign

Following the downturn in September 2008, the LDA led a coordinated campaign to raise businesses' awareness of the practical advice and help available to them. Under the *Keeping London Working* banner, initially one million leaflets were distributed as well as published online.

In response to the Board's strategy the LSC successfully launched the Skills for London Ambassador Network. Ambassadors raise the profile of skills and training as a key ingredient for business survival and improvement. The Network brings together 35 leaders from the public and private sectors who have reaped business benefits from skills development in their organisations.

The Network enables businesses to hear first-hand the direct impact that training can have on their organisation. The Ambassadors are ideally positioned to talk to other employers about issues such as increasing productivity and improving retention through skills development. Although the Network is in its early stages, Paul Messenger, one of the Ambassadors, describes his experience of how training has benefited his company and his efforts to help other businesses on page 10.

Action 2: One stop shop approach for employers

Responding to the recession

When London began to feel the effects of the recession in late 2008, Jobcentre Plus, the LDA and LSC were already working together to implement the Board's strategy. This enabled London to provide an effective response to the recession. By rapidly pulling together a Joint Action Plan, the coordinated response included a single service offer to support businesses faced with making redundancies.

The London Employer Accord

The London Employer Accord (Accord), a joint venture of DWP, the LDA and Jobcentre Plus, is an exemplar of an integrated service, which is central to our strategy. The Accord is a customised recruitment service that helps employers to identify the right staff and disadvantaged people to build their skills and find jobs. The Accord brings together funding and services from Jobcentre Plus, the LDA and LSC into a single service offer. By March 2009, it had helped over 500 Londoners into work. Travelodge, one of the companies who have used this service, explain how it worked for them on page 12.

Jobcentre Plus has enabled almost **20,000** Londoners with barriers to work to find jobs.

A single brokerage

As part of our ambition to establish integrated services for customers, the LDA successfully procured and launched a skills and business support brokerage service, bringing together the Business Link and the Train to Gain brokerage. This represented a step change in making skills part of the solution to business problems and offers a more holistic service to businesses and since its launch has engaged 4,146 businesses.

Local Employment Partnerships

Local Employment Partnerships have become an important vehicle to coordinate joint activity to deliver the Board's goal of a 'one stop shop' for employers. Working with employers, Jobcentre Plus has enabled almost 20,000 Londoners with barriers to work, including lone parents and people with health conditions, to find jobs. Next year we plan to make progress towards a single brand for employers.

Action 3: Train to Gain

Demand for Train to Gain, the key engagement mechanism for employers to improve the skills of their workforce, has been unprecedented. This was stimulated by a number of factors supported by LSEB, including the transition to an integrated Skills Brokerage Service (under the Business Link banner), support from the Accord, and the changes

to the programme introduced by the LSC to make it more attractive to small and medium-sized businesses. During the 2008/09 academic year Train to Gain successfully engaged over 6,700 employees each month.

Similarly, demand increased for the leadership and management programme, which sits within the Train to Gain offer. Over 2,800 businesses took the opportunity of a range of learning opportunities to improve their business performance. Record demand for Train to Gain underlined the potential for small and medium-sized businesses to improve their productivity through skills development. In a climate where public expenditure will reduce, this poses a fresh set of challenges, which we address in our revised strategy.

Maximising Olympic opportunities for London

Jobcentre Plus and its partners have developed a model for handling large-scale recruitment to maximise opportunities arising from the London 2012 Olympics. Supported by a partnership across the five host boroughs and multinational employers, a job matching and screening service has been implemented. In addition, the London Organising Committee of the Olympic Games (LOCOG) has committed to source up to 10% of the volunteer workforce required for the Olympics from the

In 2008/09 Apprenticeship numbers were **26%** above the LSC's target.

Personal Best programme. Two Olympic skills centres have been set up and a further £5.9 million has been secured in 2009/10 to build a third. By the autumn of 2009 1,478 people had passed through the national Skills Academy in Newham and 631 had been placed into work by the job brokerage.

Action 4: Increasing the number and quality of Apprenticeships

Apprenticeships help to develop the skills of individuals and to improve productivity and performance in the workplace. Nationally, numbers have declined but in London, through work that the LSC has done to respond to our strategy, Apprenticeship numbers have increased to record levels. Over 12,600 people aged 19 or over began an Apprenticeship in 2008/09, 26% above the LSC's target. This was made possible due to changes that enabled a rapid growth in Apprenticeships for the 25+ age group, which are attractive to both employers and Londoners.

To achieve this, London LSC has worked closely with the Sector Skills Councils (SSCs) and the Apprenticeship Ambassador Network to raise employer awareness of Apprenticeships. Members of the Board supported the Ministerial Task Force, which targeted specific sectors to increase Apprenticeships in London. London Councils and the GLA group agreed targets for Apprenticeships within their organisations – 3,000 over three years. We are delighted with these increases.

Action 5: Working with Sector Skills Councils

The delivery agencies have worked closely with Sector Skills Councils (SSCs), which in turn contributed to increasing Apprenticeships, developing Train to Gain and the integrated employment and skills brokerage. Progress in the retail, hospitality and care sectors were particularly noteworthy. Sector Compacts have been signed with Semta (science, engineering and technology), People First (hospitality, leisure, travel and tourism), Construction Skills, and Proskills (process and manufacturing). ■

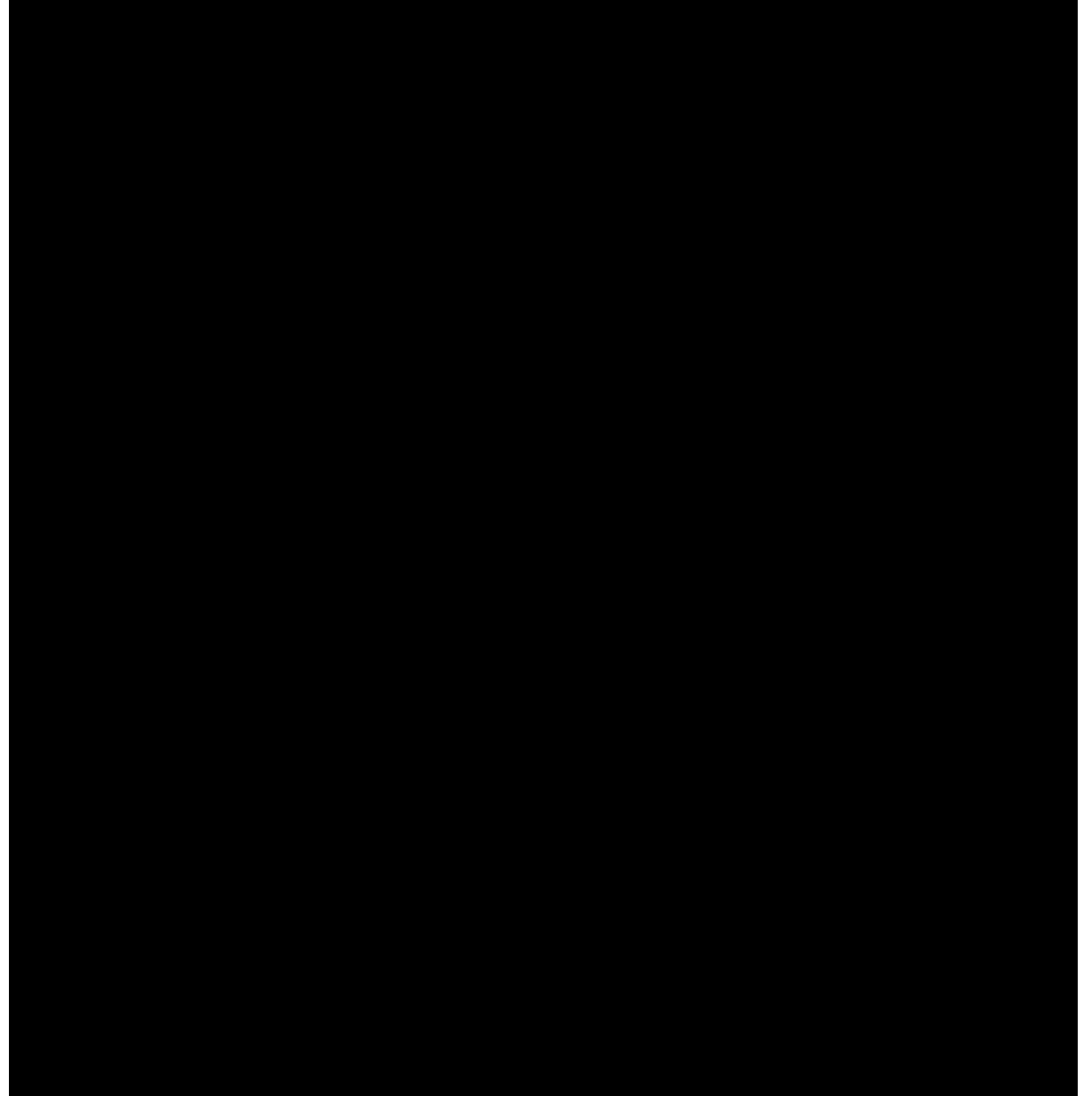
case study 1

Skills for London Ambassador Network

The challenge

In response to LSC findings that some sectors did not respond well to traditional marketing about skills development, the Board wanted to establish an ‘employer to employer’ sales force to sell the benefits of workforce skills development. The challenge was to create alternative methods to increase employer engagement.

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Skills for London Ambassador Network

The initiative

Knowing that businesses are more likely to be convinced of the benefits of training by hearing about the positive experiences of their peers, the LSC launched the Skills for London Ambassador Network. The Network comprises 35 leaders from businesses of all sizes across a wide range of sectors and London locations. Paul Messenger, a founding director of Coffee Snobs, is one of the Ambassadors. He has started to sell the benefits of training by talking informally to other franchises. He has spoken to Costa Coffee and given a presentation to London Brokerage Limited, which employs about 100 staff, to help them consider their messages to businesses. Skills for London Ambassadors are encouraged to convey their experience of skills development using Apprenticeships, Train to Gain and training in their organisation to show why they see these elements as critical to business success and survival, especially in a recession.

The outcome

Paul is an enthusiastic advocate of the benefits his company has seen from training its staff. He said, “In general terms it’s increased employer/employee relations, increased goodwill and it’s helped us build teams across the business to make them more effective.” Paul also highlights the reduction in recruitment costs, “We tend to get increased loyalty and commitment – our staff retention has improved.” He continues, “We’ve got about 85 staff in all, across seven stores and we’ve put 50 of them through funded training. We’ve had 15 people go through Apprenticeships and 17 through Train to Gain at different levels.

“If all employers could be where I am now, where I can see the benefits, then I think skills would increase tremendously. My partner Juliet comes from a teaching background and was probably more education focused than I was and she pushed it along a bit. I was sceptical but I can see the benefits now, it’s become a major part of our business. We’ve got more of a culture of learning now – it’s great.

“I’ve spoken to other franchises about what we’re doing and the benefits we’ve had so it’s about encouraging them to look at putting similar training in place for their employees. We’ve also been talking to Costa. We’ve spoken to their training manager about what we’re doing, giving them ideas, and influencing them as well.”

“Our staff retention has improved”

Paul Messenger,
Director Costa Coffee
franchise Coffee Snobs

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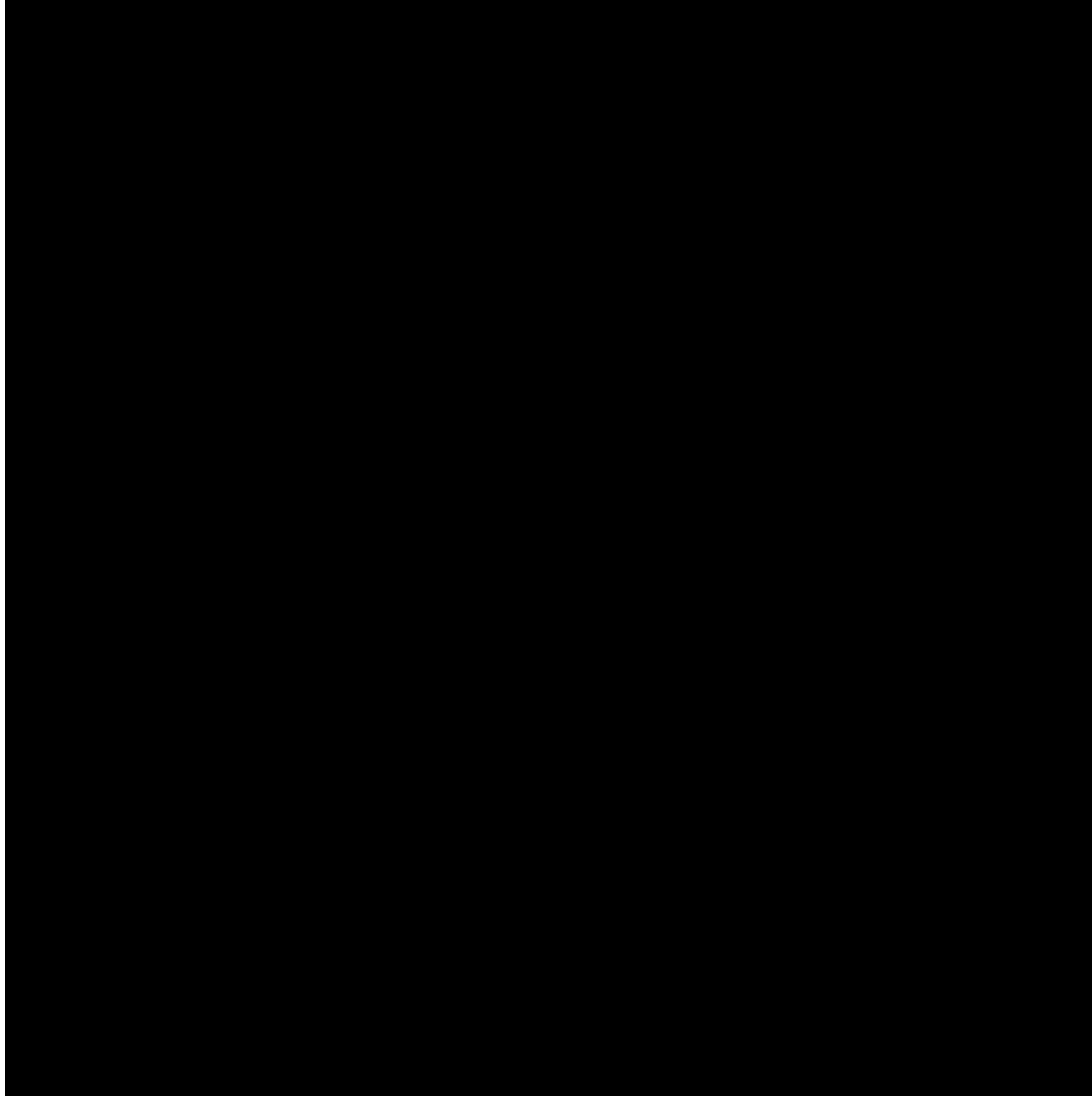
case study 2

London Employer Accord

The challenge

A bewildering number of initiatives exist to help employers raise the skills levels and productivity of their workforce and to help individuals enter the workplace and progress. Each has come about to respond to a particular problem, for instance to help those who are likely to be disadvantaged in the labour market or to help employers retain staff. Together they have created a complex web of programmes and funding that is confusing for employers to access and navigate. The result can be to reduce their effectiveness at helping employers train their staff and enabling individuals to enter and progress in work.

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London Employer Accord

The initiative

The London Employer Accord (Accord) is an important strand in establishing the single employer offer in LSEB's strategy. It exists to engage employers and to simplify the complexity of the public sector offer. It started life as part of the London Olympic 2012-related activity but was adapted to help implement the Board's aspiration for employers. The Accord staff work with businesses to identify their recruitment and training needs, broker partnerships to support them and manage recruitment projects from start to finish. The Accord provides a 'something for something' offer. It uses publicly-funded programmes from different agencies, such as the LSC's Skills for Jobs and Train to Gain in return for employers providing job opportunities to people who are disadvantaged in the world of work. The Accord has a target to help 5,000 disadvantaged Londoners into work by 2012.

The outcome

Travelodge is one company that has embraced the Accord model. Toni Morris-Ditty, Regional Director for London and South, is delighted with the service: "With every London opening we ensure that the Accord is involved. We had quite a few last year." Of the new recruits in Travelodge, 76% have come through the Accord and 61% of those employees have been recruited from priority groups.

Speaking about the employees who were recruited through the Accord programme, Toni says, "The comments we get from our customers tend to be very, very positive because these guys really want to lead from the front and want to talk to our customers, which is fantastic. In total, 69 employees that we've taken on recently at four of our new hotels have all been through the 'Go Forward' customer care training programme and those employees now have real opportunities ahead of them." She continues, "The support from Accord team has meant that the recruitment process for our openings is far slicker than before and our retention rates are also higher which is very satisfying."

The Accord model has been so successful for Travelodge that they are very keen to replicate it nationally for all their new hotels.

"The recruitment process is far slicker"

Toni Morris-Ditty,
Regional Director for
London and South,
Travelodge

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2

Strategic aim two

Supporting Londoners to improve their skills, job and advancement prospects through integrated employment support and training opportunities.

Action 1: A London awareness and aspiration raising campaign

The focus of the campaign was tailored to the needs of Londoners in the recession by delivering practical advice to them. The LDA drew together helpful information from Business Link, the LSC, Jobcentre Plus and other sources within an easy to read leaflet, under the *Keeping London Working* banner. Initially, one million of these were produced and distributed. They were made available in every Jobcentre Plus office, other outlets and published online. Jobcentre Plus joined forces with the LSC, nextstep, ACAS and other partners to provide holistic face-to-face advice for staff under threat of redundancy.

Action 2: London Skills and Employment Observatory

The London Skills and Employment Observatory is a critical deliverable in LSEB's strategy. It was conceived to provide a single source of credible labour market and skills information, including an up-to-date and reliable evidence base to underpin the Board's strategy. It will help foster a shared understanding of the London employment and skills landscape to enable planners, funders and providers to make well informed decisions. Development is well advanced and the Observatory will be launched early in 2010. It will pull together the fragmented sources of relevant information, provide informed

research and analysis in a user-friendly form through an easily navigable web portal.

Action 3: London adult advancement and careers service (aacs)

A national adult advancement and careers service is due to be launched in 2010. This will consist of national web and telephone access, augmented by a regionally tailored face-to-face service. The Board is keen that the regional service is tailored to meet the needs of London's priority groups and suitably sited to reach those who need it most. There are a number of related activities designed to prepare the ground for a fully functioning London aacs. These are the Integrated Employment and Skills (IES) trials, the re-contracting for the interim 'nextstep' advice service and the aacs prototypes.

[Integrated Employment and Skills trials](#)

During 2008/09 two trials began in central London that involved joint working between Jobcentre Plus, the LDA and LSC. The In Work trial helps Londoners who are unemployed by delivering an IES advice service. The trial has been adapted to the needs identified in our strategy. You can read more about the trials on page 18. It was rolled out across London to a wider range of individuals at the end of March. In line with the Board's aspiration for the aacs to go further and faster in London, these

11 more colleges are building capacity for employability and employment focused provision.

developments will allow a more sophisticated and robust face-to-face service to be launched in 2010.

The In Work trial, which is unique to London, will deliver an integrated advice service relevant to the workplace to people who have gained jobs after being unemployed and to those in work to develop relevant skills. The In Work trial launched in August 2009 with investment of £1.1 million by the LDA and LSC.

aacs prototypes

These prototypes help prepare for the full face-to-face advice service, tuned to the needs of the capital. In 2008/09, London tested three prototypes, exploring approaches to working with various customers. They explored overcoming barriers to upskilling and progress within the labour market. They included the joint delivery of employment and skills advice within social housing offices, the engagement of parents on low incomes or benefits in Children's Centres and community settings, and outreach activity by advisers working within the community. The prototypes are linked to the wider implementation of the IES service.

Action 4: Ensuring provision for individuals is customer driven

Employer responsive provision

A budget of £5 million was allocated to help providers, mainly further education colleges, build capacity in their employer responsive provision, so those in training develop skills that will lead them into work. In addition, work has been going on with a further 11 colleges to build capacity for employability and employment focused provision. To date, this has resulted in 254 people moving into sustainable work, 97 progressing in work through Train to Gain, and 92 people continuing their skills development after getting a job. A further 658 people progressed into options to improve their employability. The interim evaluation concluded that success was well over target. The pilot provided valuable insight into developing provision relevant to the labour market.

The Employability Skills Programme has been instrumental in raising numeracy levels.

Skills for Jobs

The Skills for Jobs programme was introduced in response to the challenges in LSEB's strategy. Payments for the provider are based on results of people finding work, with a further payment for those who stay in that work. Progress on this is shown on page 24.

Members of LSEB have supported the delivery of the LEST 2012 action plan, which focuses on optimising the employment and skills opportunities for the Olympic Games and their legacy, and delivers through programmes such as Accord and Personal Best.

English for Speakers of Other Languages

There are in excess of 256 languages spoken by Londoners. Delivering English for Speakers of Other Languages (ESOL) is a major factor in obtaining skills and employment opportunities for them. ESOL also plays a role in building social inclusion and community cohesion. The Board undertook a report on ESOL provision, which resulted in an extension of funding from the LSC and the LDA to enable learning providers to embed employability skills within the core offer and deliver a broader service.

The provision of ESOL, tailored to getting and keeping a job, has proved very successful as part of the Employability Skills Programme. This programme has also been instrumental in raising numeracy levels by delivering it alongside provision aimed primarily at literacy or ESOL. The Board has been successful in highlighting the importance of ESOL provision relevant to work and supported the new approach to ESOL introduced by the Department for Business, Innovation and Skills (BIS) in 2009. ■

case study 3

Personal Best

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The challenge

In London's diverse city of 7.5 million people, extreme contrasts of wealth and deprivation often exist in close proximity. Patterns of deprivation can be self-perpetuating. To break this cycle the Board's strategy proposed a campaign to improve Londoners' motivation to learn and gain skills, with community-based actions reaching out to people furthest from the labour market.

Personal Best

The initiative

The key to Personal Best is helping individuals who may have limited aspirations, possibly because they have experienced limited opportunities and are unaware of the options within their reach. Arguably, those furthest from the labour market are often those who believe they cannot progress into work, training, or a better life. Personal Best is designed to help them.

Personal Best was modelled on a programme developed at the Commonwealth Games in Manchester in 2002. It uses the excitement of the Olympic and Paralympic Games to enthuse people about volunteering as a conduit to developing their skills or moving into work. The programme consists of an LSC funded core learning module that delivers Event Volunteering up to NVQ level one. This is then wrapped around by advice and guidance to help successful programme graduates move into employment, further volunteering or further learning dependent on their life circumstances and level of need. Personal Best reaches communities across London, including some of the most deprived areas. It does so in a way that integrates funding and services provided by Jobcentre Plus, the LDA and LSC. Personal Best champions partnerships in each borough, working within the local community through volunteering organisations and Jobcentre Plus. Raising awareness of Personal Best takes place in community centres, sports facilities, shopping centres, libraries and with faith groups.

The outcome

Bill Beattie, Programme Manager, explains, “At the moment we’re looking to engage with up to 20,000 people across London. Our aim is to get up to 6,000 people through the programme by the end of 2010.” 1,500 have completed it so far. “One thing we’ve tried to do is motivate people on the basis that it’s not a long-term course, you can complete it in 6–10 weeks,” Bill continues. “Previous successful participants act as ambassadors. We’re building up a bit of a community of Personal Best alumni who play a really important role from a motivational perspective.”

Rosanna Stratidaki, a single parent, already had experience as a volunteer. Since completing Personal Best she has been accepted unconditionally at the University of Greenwich to study for a BA (Hons) in Events Management. Rosanna is a keen advocate: “The Personal Best programme is a must for those who believe that adult education is impossible. It’s fun as well as stimulating and learning is available to people of all walks of life, whether you’ve not even sat a GCSE or English is not your mother tongue. Support is always at hand.”

“A must for those who believe adult education is impossible”

Rosanna Stratidaki,
Personal Best graduate

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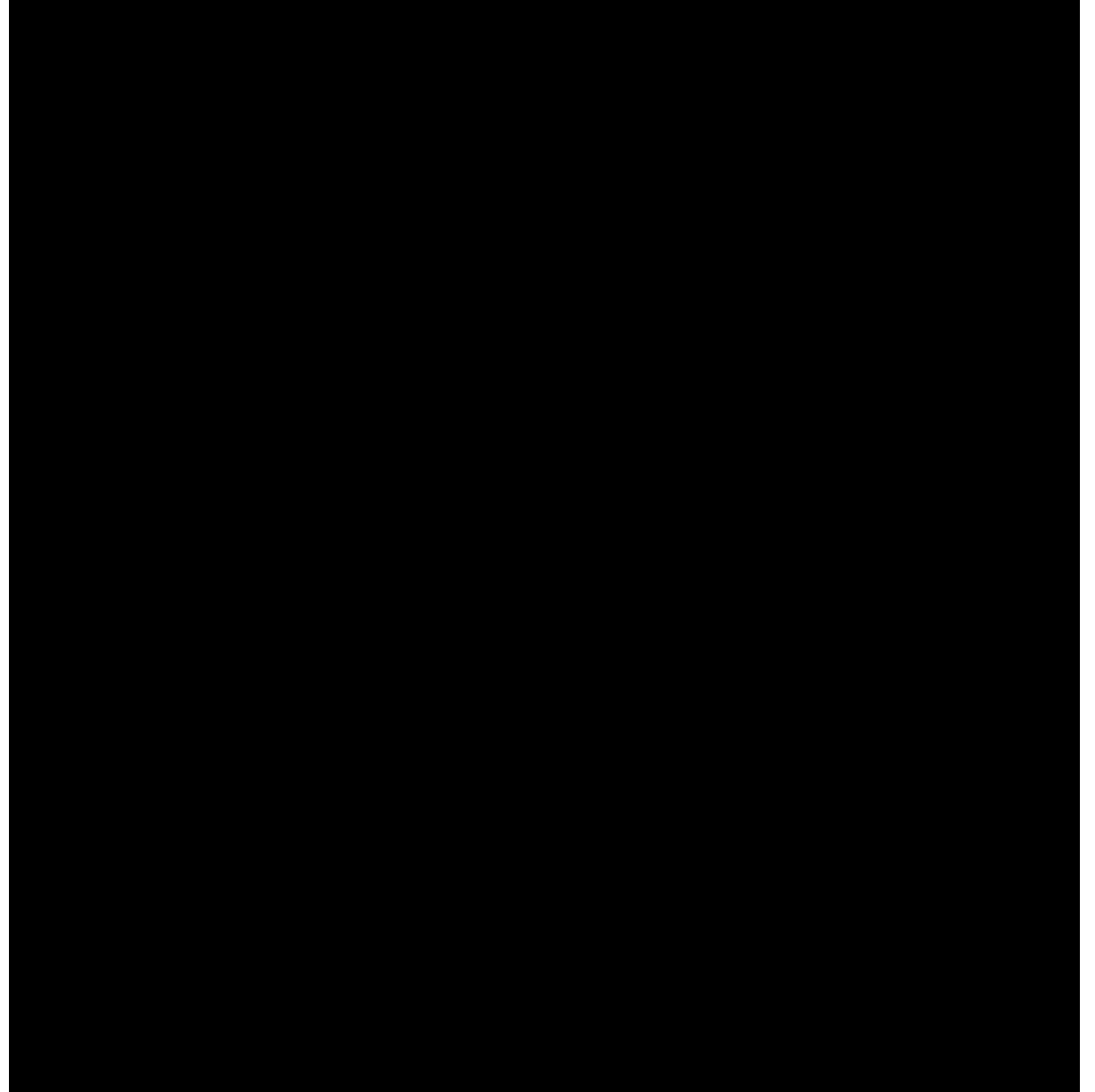
case study 4

Integrated Employment and Skills trials

The challenge

It has been hard to provide advice to individuals that can help them in their quest to find work and then help them progress. Too often services that seek to guide people towards opportunities with better pay and conditions, by developing their skills, can seem remote from their immediate need for a job. Services do not usually provide medium and long-term career planning and associated skills advice. Too often individuals can become long-term unemployed, cycle between benefit and employment, or get stuck in low paid jobs. The Board wanted to remedy this situation by bringing together easily accessible employment and skills advice services.

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Integrated Employment and Skills trials

The initiative

The IES trials are a national initiative between the LSC and Jobcentre Plus to test this approach. In London these trials have been crafted to take account of the capital's needs. In partnership with the LDA, a unique service is being established for those in work.

The In Work trial jointly delivers a face-to-face skills and employment service in every Jobcentre Plus office in the seven central London Boroughs of Camden, Islington, Kensington and Chelsea, Lambeth, Southwark, Wandsworth and Westminster. Jobcentre Plus advisers work closely with their nextstep colleagues to identify individuals who would benefit, and work in partnership with training providers to deliver a personalised support package. The In Work trial aims to deliver this integrated service in the workplace. It will come on stream in 2009/10.

The outcome

Jacqui Doyle, Jobcentre Plus manager at London Bridge, explains: "The trials are about helping people get back into work more quickly by looking at addressing skills at an early point." She continues, "We aim to address the 'revolving door scenario' by having Jobcentre Plus and nextstep advisers available to help our customers focus on skills and value them as a route to a career not just a job." Sarah Lang, the nextstep IES manager picks up, "Customers develop a greater understanding of the skills that are required for different roles and broaden their knowledge of the range of opportunities open to them."

This is illustrated by the case of an individual who had been made redundant in April 2009, just after the service went live. Although he had extensive construction experience, he had almost given up on finding work in the UK because of his age and lack of success in his search for work. He was referred to nextstep by his Jobcentre Plus adviser who helped him identify skills and experience that opened up new career paths within construction and training that would help him secure these. Working together, his advisers provided the right advice and training to make him a valuable candidate. As a result his talent was soon spotted from a CV he had submitted for a position as clerk of works. Instead he was hired to project manage the build.

"Helping people get back into work more quickly"

Jacqui Doyle,
Jobcentre Plus
Manager, London
Bridge

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3

Strategic aim three

Creating a fully integrated, customer-focused skills and employment system.

Action 1: An integrated skills offer for London, based on outcomes

For the Board's work to make a difference to employers and Londoners, the employment and skills system has to meet their needs effectively. It needs to be easily understood, accessible, and navigable. To do this, services need to be integrated across the delivery agencies. The main focus in 2008/09 was the development of the Joint Action Plan to combat the recession and to drive integration across the initiatives to help both businesses and individuals. The delivery agencies also began development of a Joint Investment Plan. The original aspiration was to align commissioning between the LDA and LSC. Building on the joint working of the Joint Action Plan, Jobcentre Plus agreed to be a party to this. The plan is now in its final stages of development and will be published in the autumn of 2009.

Action 2: Use customer feedback to inform future delivery arrangements

One of the key mechanisms for improving service delivery is feedback provided by the customer. Jobcentre Plus, the LDA, LSC and other key partners are now using a number of means to gather customer feedback through mystery shopping, employer surveys and customer survey targets. In London, this customer information has been used to guide implementation and shape provision to meet individual and employer need. The Individual Programme Board has concluded an initial evaluation of the customer journeys for key priority groups and the information gained has begun to inform system redesign.

Services need to be integrated across the delivery agencies.

Action 3: Re-modelling skills provision

There has been progress in a number of areas on providing a customer-facing system, which is reported in more detail elsewhere in this report. This included the new programme Skills for Jobs, the flexibilities within Train to Gain, and support for colleges and providers to engage more effectively with employers and have the capacity to respond to their needs.

Action 4: Better collaboration and integration

Members of the Board participated in the Mayor's High Level Economic Group to tackle the impact of the recession in London. LSEB has helped to contribute to the Mayor's Economic Recovery Action Plan and overseen the development of the Joint Action Plan of Jobcentre Plus, the LDA and LSC, which focused on initiatives integrated across organisational boundaries to help employers and Londoners through the recession. The Board set up the Joint Delivery Group to oversee implementation of the Board's strategy, which meets regularly and includes Jobcentre Plus, the LDA and LSC as well as representatives of the Government Office for London and London Councils. Jobcentre Plus led a programme board to take forward the strategic aim to support individuals. This will become a model for implementing the other two strategic aims. Members of the Board have made a significant contribution to a variety of working groups and taskforces hosted by other organisations to ensure the influence of LSEB's strategy is extended more widely across the capital. ■

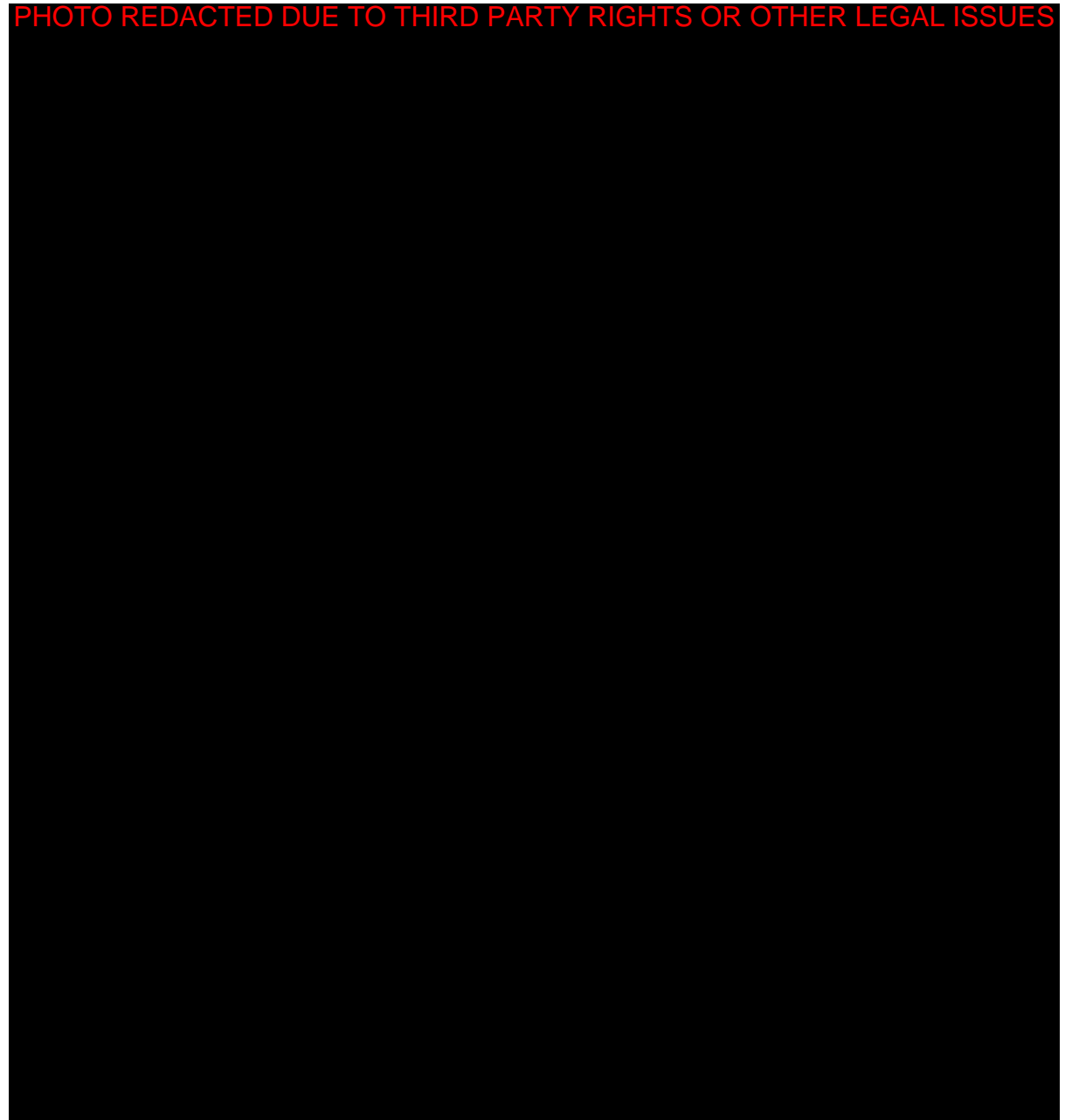
case study 5

Train to Gain

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The challenge

In a climate of increasing global competition, London needs to safeguard its position as a world city in which it is attractive to do business. One important factor is the availability of a skilled and motivated workforce. With a population of 7.5 million people, London needs to continue to increase the proportion of Londoners who have the skills and attributes that allow them to contribute to economic success. The Board believes in the principle of funding following the employer as a customer of the employment and skills system so that training is relevant to them. The challenge for the public sector in London is to create a flexible, compelling and integrated offer that meets the needs of employers and businesses.



Train to Gain

The initiative

Train to Gain is a national LSC service to support employers of all sizes and sectors to improve the skills of their employees as a route to improving their business performance. Responding to the Board’s strategy, the LSC extended the Train to Gain service so that it now supports qualifications to sole traders, volunteers, those needing to undertake a second NVQ Level 2 or 3 (for those employed by a small or medium-sized business or as part of a Local Employer Partnership), skills development up to a full Level 4; and Skills for Life at all levels. Michelle Cuomo, acting Skills Development Director for Train to Gain comments, “Train to Gain has helped businesses substantially. We’ve certainly raised skills levels and we get good customer satisfaction reports back from employers.” She continues, “Today you would not recognise Train to Gain compared to a couple of years ago thanks to the number of flexibilities brought in to respond to employers’ demands in a changing economy.”

The outcome

Chatsworth Care provides residential care in a community setting for young people aged 18–26 with severe learning disabilities, autism and/or complex needs. Christine East, Training Manager, is very pleased with the difference Train to Gain has made to staff at the care home. “As a small private company, we think Train to Gain is invaluable. It has raised the profile of training across the organisation and hasn’t cost us a penny, so we’ve been able to divert our training budget to more specialist areas, such as the Makaton language programme and dealing with challenging behaviour.” She continues, “The assessment process reinforced what our carers had learned during in-house training sessions. Whether it’s helping the service users to prepare a meal or taking them out on an activity, the carers now seem much more self-assured and confident about their own abilities. The service benefits users too, because it’s through the carers that they are given the opportunity to experience the freedom, delights and frustrations of everyday life.”

“We think that Train to Gain is invaluable”

Christine East,
Training Manager,
Chatsworth Care

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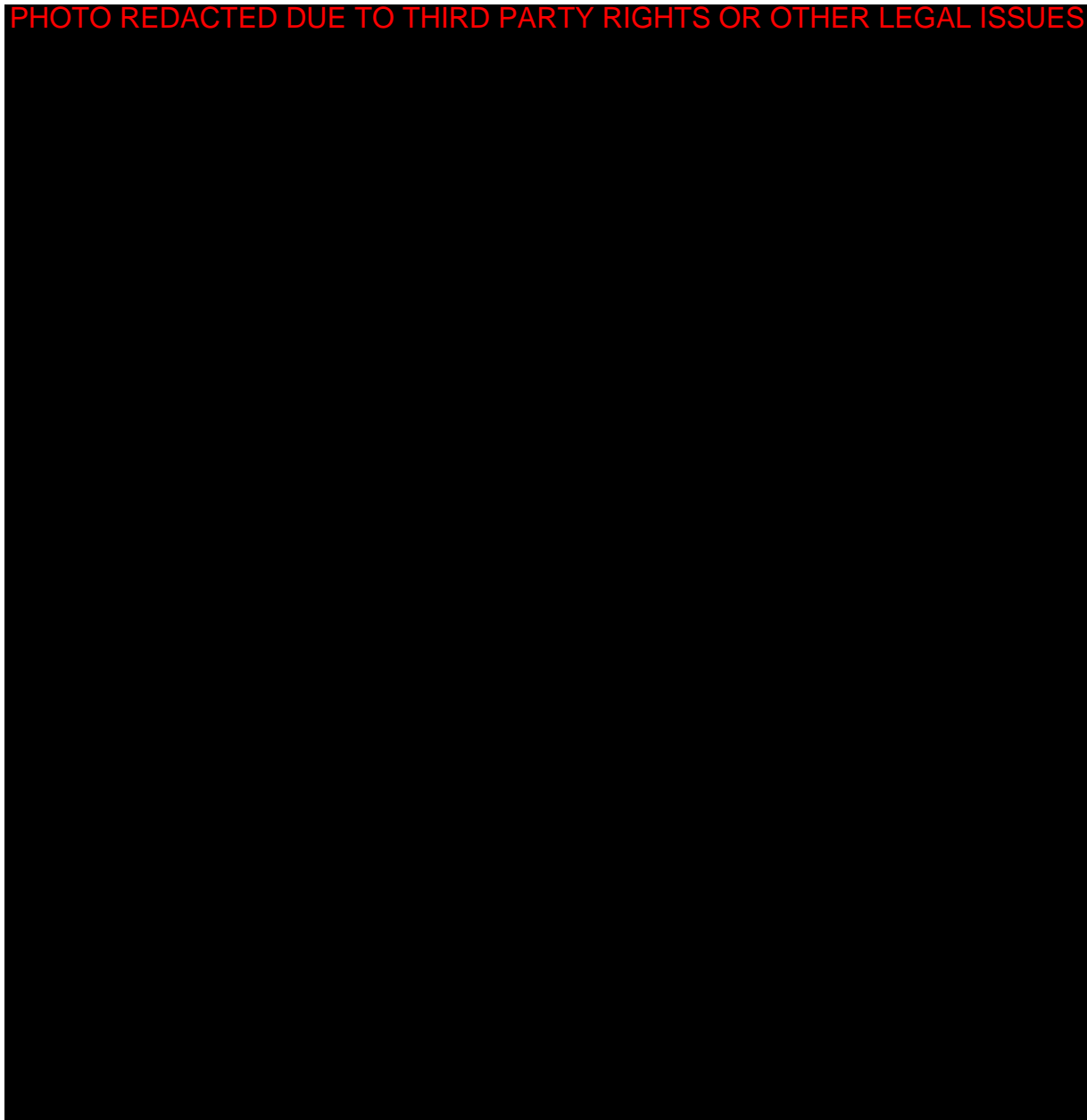
case study 6

Skills for Jobs

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The challenge

Helping people, especially those who are the most disadvantaged in the labour market, to enter work and then progress is essential if London is to narrow the gap between the employment rates for priority groups and the overall rate. To tackle cycles of deprivation and support people who can face difficulty in entering and staying in employment requires skills programmes that are firmly employer focused and responsive to local labour market conditions. The challenge is to ensure skills provision is focused on enabling people to develop economically valuable skills that are of benefit to Londoners and their employers.



Skills for Jobs

The initiative

The LSC Skills for Jobs is a national programme that has been tailored to respond to LSEB's strategy and to the needs of Londoners. Alan McChleery, Skills Development Manager with responsibility for the London programme says, "Having more accountability to the Mayor and the Board around how we spend the adult funds has helped. In 2008/09 we put a significantly higher amount of funding to pre-employment provision." He continues, "We shaped it around the Local Employer Partnerships and also some bespoke programmes to try and support particular socially excluded groups, or groups with specific needs. Examples of bespoke programmes run for these customer groups include one with the Leonard Cheshire organisation, which has performed particularly well for people with learning difficulties and/or disabilities and a programme for ex-offenders in the community." He adds, "It helped to have the LSEB there with a voice, to set out a clearer strategy as to how we (Jobcentre Plus, LSC and providers), could better integrate our services. Skills for Jobs is also used by the London Employer Accord (Accord) as part of their 'single offer' to employers."

The outcome

The Accord worked in partnership with the London Borough of Islington to recruit staff for the borough's specialist family support service. By working closely with the Council and a Skills for Jobs provider, City and Islington College, the Accord was able to devise a pre-employment course aimed at equipping local people with the skills necessary to work within this specialist team. Successful graduates of this programme were then interviewed by Islington Council. Subo Shanmuganathan from the Council comments, "The Accord helped us to find local unemployed people who wanted to learn new skills and were interested in working with families and children. The calibre of individuals was very high and we were able to recruit a committed group of people to these roles who lived locally and were able to contribute to the work of the Council. This has been a very successful partnership demonstrating that local people really can make a difference to their community."

"It helped to have LSEB there with a voice"

Alan McChleery, Skills Development Manager, LSC

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Governance, funding and targets

Governance

The Board, which is statutory, began work in late 2006 and was formally established in early 2008. It is chaired by the Mayor and employer-led. There are up to 25 members of the Board appointed by the Mayor and Secretary of State of Business, Innovation and Skills. The Board was reappointed in October 2009. The list of members during 2008/09 is attached at the end of this report.

Board Committees

A number of Board sub groups are responsible for overseeing the implementation of the Board's strategy. The governance structure has been reviewed for 2009/10. Up to March 2009, the governance structure was as follows:

Table 1:
Governance structure 2008/09

Group	Remit	Members
Joint Delivery Group (JDG)	Sub-committee of the Board responsible for managing, coordinating, monitoring and reviewing the implementation of the strategy and implementation plan.	<ul style="list-style-type: none"> • Members of the Board • Jobcentre Plus, LSC, LDA • Mayor's Office, London Councils, Government Office for London
JDG Officer Subgroup	To implement decisions made at JDG, identify and resolve issues around joint working.	<ul style="list-style-type: none"> • Jobcentre Plus, LSC, LDA, LSEB
IES Programme Board led by Jobcentre Plus	To oversee the implementation of the actions contributing to strategic aim two of the LSEB strategy, reporting to the Board via the JDG.	<ul style="list-style-type: none"> • Members of the Board • Jobcentre Plus, LSC, LDA, GLA, London Councils

LSEB representation on other groups relevant to the strategy

Members of the Board also represent the LSEB at a variety of London-wide committees relevant to the implementation of LSEB’s strategy. These included the Ministerial Task Force on Apprenticeships, the Ministerial Delivery Group on Child Poverty, and the 14–19 Regional Planning Group.

LSEB and the LSC

LSEB’s primary responsibility is the strategic direction of the LSC’s adult skills budget, which was worth £618.64 million in 2008/09. The LSC is accountable for targets and volumes to LSC nationally. During the year the Board reviewed:

- LSC’s annual plan for 2009/10.
- LSC’s capital programme in London.
- LSC’s contribution to the implementation of the strategy.

How the LSEB is funded

The Board’s work is jointly funded by the LSC and LDA. The total budget for 2008/09 was £550,000. Expenditure was below budget due to vacancies in the secretariat:

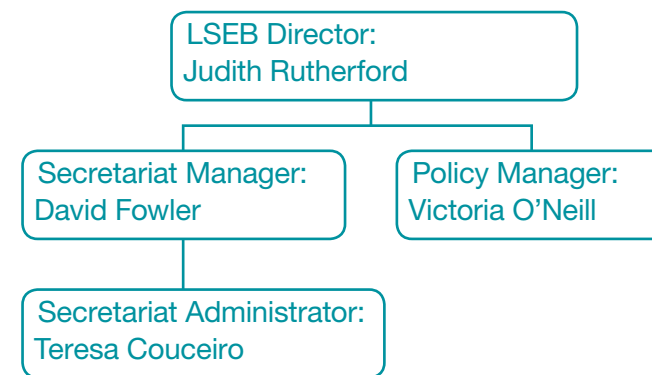
Table 2:
LSEB budget for 2008/09

Expenditure	£
Salaries	£170,204
Programmes	£213,169
Total	£383,373

The Secretariat

LSEB’s Secretariat is staffed by a small team as set out below:

Figure 1: Secretariat at March 2009



The Board's targets

LSEB's strategy, published in July 2008, set out two overarching targets:

A substantial increase in Londoners in sustainable work

This target is to raise London's employment rate from 70.5% to 72% by 2013 in order to close the gap in employment rates between London and the UK. The Board also set a goal to increase the employment rate of a number of target groups. These include those of Black, Asian and Minority Ethnic (BAME) origin, lone parents, people aged over 50, young people aged 18–24, disabled people, and people with no qualifications. The table below indicates progress on this target:

Table 3:
Employment in London and the UK

Employment level	LSEB target	Jan–Mar 2008	Jan–Mar 2009
London	72% by 2013	71.1%	70.4% ¹
UK	–	74.8%	73.6%
Gap	–	3.7%	3.2%

¹ London's employment rate was affected by the recession during 2008/09. Although the gap narrowed, unemployment and the number of economically inactive people both increased.

Raise skills levels of Londoners to compete in London's labour market

This target set the goal of reducing the proportion of London's working age population with no qualifications to 10% by 2013. A large proportion of Londoners are not equipped with the skills necessary to compete successfully in London's labour market. As shown below, progress is going in the right direction and on current trends London could achieve a slightly better position than targeted by 2013 of 8.7%:

Table 4:
Percentage of population with no qualifications

Population of working age with no qualifications	LSEB target	2008 position	2009 position
London	10% by 2013	13%	11.3%
UK	–	13.8%	11.7%

Board Members (April 2008 – October 2008)

Boris Johnson

Chair

Mayor of London

Harvey McGrath

Vice Chair

Interim Chairman, London Development Agency

Lucy Adams

Board Member

HR Director, Eversheds

Surinder Arora

Board Member

Chair, Arora International

Cllr Abdul Asad

Board Member

Chairman, Overview & Scrutiny Committee, Tower Hamlets

Elizabeth Balgobin

Board Member

Chief Executive, London Voluntary Service Council

Ozwald Boateng OBE

Board Member

Chief Executive, Bespoke Couture Ltd

David Butcher

Board Member

Managing Director Service Introduction, BT

Ruth Carnall CBE

Board Member

Chief Executive, NHS London

Richard Cousins

Board Member (until April 2008)

Group Chief Executive, Compass Group Plc

Paul Cuttill OBE

Board Member

Executive Director, EDF Energy plc

Terri Dial

Board Member (until April 2008)

Group Executive Director UK Retail Banking, Lloyds TSB

Keith Faulkner CBE

Board Member

Managing Director, Working Links

David Fison

Board Member

Chief Executive, Skanska UK plc

Barry Francis

Board Member

Unionlearn Regional Manager, Southern and Eastern Region TUC

Tracey Hahn

Board Member

Head of EMEA HR, Merrill Lynch

Grant Hearn

Board Member

Chief Executive, Travelodge

Jack Morris OBE

Board Member

Chairman, Business Design Centre Group Ltd

Dame Ruth Silver DBE

Board Member

Principal and Chief Executive Officer, Lewisham College

Ian Smith

Board Member

Regional Senior Vice President, Oracle UK Region

Nick Turner

Board Member

Co-President of Global Business Network (GBN) & Partner, Monitor Group

James Wates

Board Member

Deputy Chairman, Wates Group Limited

Dinah Caine OBE

Board Adviser

Chief Executive, Skillset

Neil Fletcher

Board Adviser

Education and Training Consultant

Paul Head

Board Adviser

Principal and Chief Executive, College of North East London

Professor Deian Hopkin

Board Adviser

Vice Chancellor and Chief Executive, London South Bank University

Chris Hayes

Ex Officio Board Member

(until April 2008)
Director for London, Jobcentre Plus

Patrick Hughes

Ex Officio Board Member

(from April 2008)
Director for London, Jobcentre Plus

David Hughes

Ex Officio Board Member

Regional Director for London, Learning and Skills Council

Jeremy Long

Ex Officio Board Member

Board Member, London Development Agency

Board Members (from October 2008)

Boris Johnson

Chair

Mayor of London

Harvey McGrath

Vice Chair

Chairman, Prudential Plc (from January 2009); Chairman, London Development Agency

Lucy Adams

Board Member

HR Director, Eversheds

Sonita Alleyne OBE

Board Member

Chief Executive, Somethin' Else

Elizabeth Balgobin

Board Member

Chief Executive, London Voluntary Service Council (until December 2008)

David Butcher

Board Member

Managing Director Service Introduction, BT

Mariane Cavalli

Board Member

Principal and Chief Executive, Croydon College

Ian El-Mokadem

Board Member

Group Managing Director UK & Ireland, Compass Group Plc

Keith Faulkner CBE

Board Member

Chairman, Working Links

Barry Francis

Board Member

Unionlearn Regional Manger, Southern and Eastern region TUC

Richard Gooding OBE

Board Member

Chief Executive, London City Airport

Tracey Hahn

Board Member

Head of EMEA HR, Merrill Lynch

Paul Head

Board Member

Principal and Chief Executive, College of Haringey, Enfield and North East London

Grant Hearn

Board Member

Chief Executive, Travelodge

James Kempton

Board Member

Leader, Islington Council

Professor David Latchman

Board Member

Chairman, London Higher and Master of Birkbeck College

Chris Melvin

Board Member

Chief Executive, Reed in Partnership

Terry Morgan CBE

Board Member

Chief Executive, Tube Lines (now Chairman, Crossrail)

Jack Morris OBE

Board Member

Chairman, Business Design Centre Group Ltd

Martin Stevens

Board Member

Chief Executive, A1 Technologies Ltd

Nick Turner

Board Member

Co-President of Global Business Network (GBN) & Partner, Monitor Group

James Wates

Board Member

Deputy Chairman, Wates Group Limited

Dinah Caine OBE

Ex Officio Board Adviser

Chief Executive, Skillset

Derek Hicks

Ex Officio Board Adviser

Regional Consultant for London, HEFCE

Patrick Hughes

Ex Officio Board Adviser

Director for London, Jobcentre Plus

David Hughes

Ex Officio Board Adviser

(until April 2009)
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Ex Officio Board Adviser

Chief Executive, London Development Agency

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