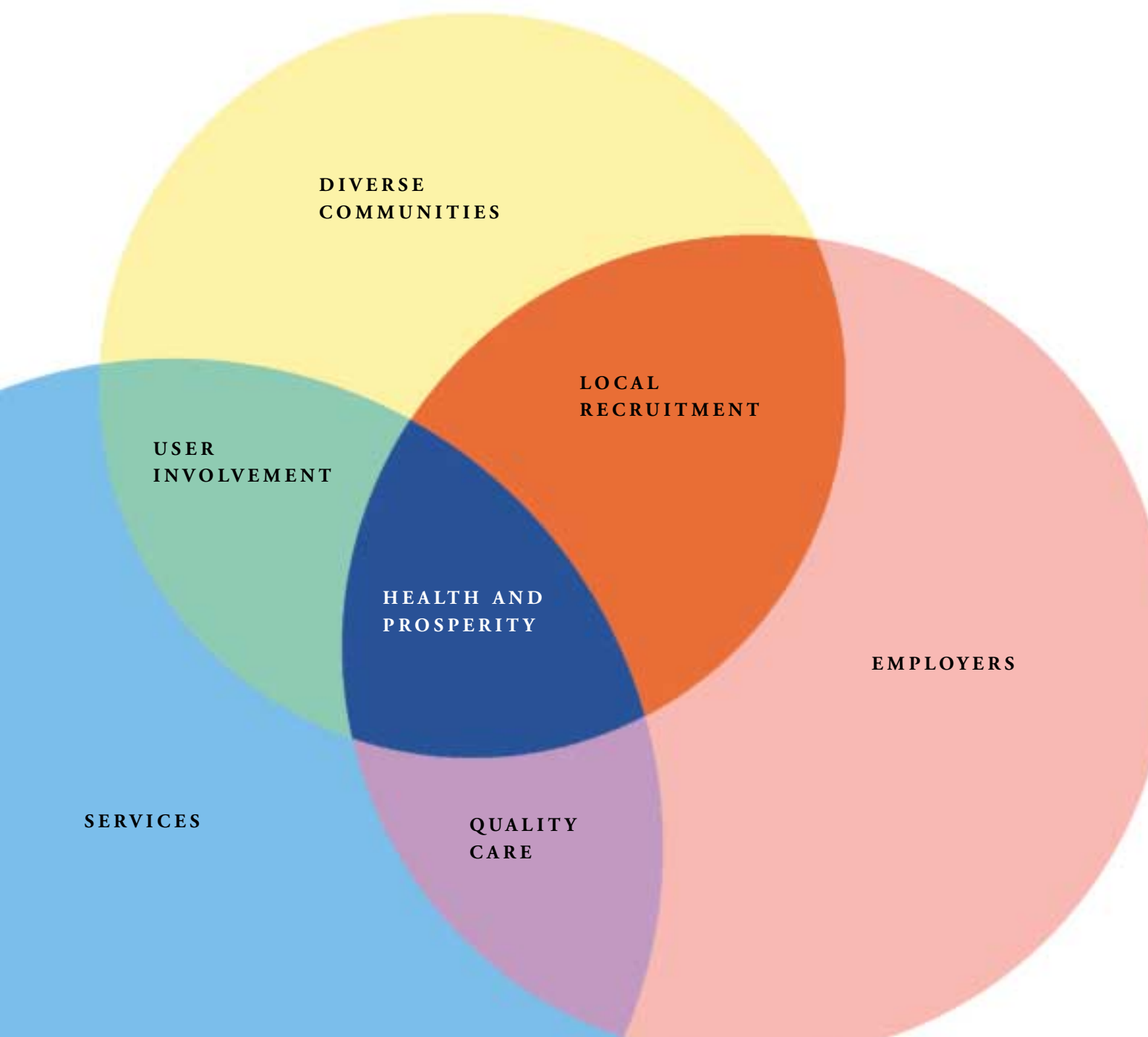


Employment improves your health

Regeneration and employment in health and social care



Purpose of this document

This publication was developed at the request of Chief Executives of London NHS Trusts, Health Authorities and Workforce Development Confederations.

It addresses the potential role of health and social care organisations, as employers, in the regeneration of London's deprived areas, and how this could help to address both staff shortages and health and well-being targets.

Up until now, initiatives in this field have represented isolated pockets of good practice. This guide to good practice in health and regeneration contributes to on-going initiatives from NHS London Region and elsewhere to create a framework for the exchange of ideas and information. A second volume presents a wide range of 'live' examples of good practice.

Distribution	<p>Chairs and Non-Executive Directors of all London NHS organisations</p> <p>Chief Executives, Medical, Nursing and Human Resources Directors, or their equivalents, with copies for further distribution to other staff in:</p> <ul style="list-style-type: none"> – NHS Workforce Development Confederations – NHS Trusts, Primary Care Trusts, Health Authorities, GP practices <p>Directors of Social Services, with copies for further distribution</p> <p>NHS, London Regional Office, and London Postgraduate Deanery</p> <p>London Social Services Inspectorate</p> <p>London Health Commission</p> <p>Strategic Human Resource Information Network (SHRINE)</p> <p>Chief Executives of:</p> <ul style="list-style-type: none"> – Association of Colleges, London – Association of London Government – Government Office for London – L.A.S.E.R. Employment Service – London Development Agency – London Higher Education Consortium – London Learning and Skills Councils – Local Strategic Partnerships – London Voluntary Service Council – London Voluntary Sector Training Consortium – National Training Organisations for health and social care – Key regeneration agencies in London
Further copies available from	<p>NHS, London Regional Office, 40 Eastbourne Terrace, London W2 3QR Tel: 020 7725 5656</p> <p>And from the five Workforce Development Confederations in London:</p> <p>North East: 020 7655 6735 South East: 01689 815040</p> <p>West: 020 8565 5588 South West: 020 8682 6483</p> <p>North Central: 020 7530 3969</p> <p>The guide can be downloaded from www.london.nhs.uk</p>
Date of issue	January 2002

Acknowledgements

We are grateful to the many people who have helped with the development of the ideas and information in this first volume.

NHS, London Regional Office: Workforce Development, Health and Wellbeing, Nursing and Corporate Development Directorates and Social Services Inspectorate.

Workforce Development Confederation Chief Executives, managers and staff.

The following individuals have been particularly generous with their time and advice:

- Elisabeth Bayliss, Social Action for Health
- Pauline Brown, Homerton University Hospital NHS Trust
- Anna Coote and Teresa Edmans, King's Fund
- Norman Dennis, West London Learning and Skills Council
- Alison de Metz, Social Services Inspectorate (Performance), London
- Simon Ellis, London Skills Forecasting Unit
- Richard Higgins, Parkside NHS Trust and Chair, Diversity Working Group
- Peter Horn, East London and the City Mental Health NHS Trust and Chair, London Ethnic Health Group
- Patrick McVeigh, London Development Agency
- Geoff Melling, Association of Colleges, London
- Hilary Samson-Barry and Liza Cragg, London Health Commission
- Gillian Seabright, SRB Fit for Work in Newham
- Zoë Sellers, Guy's and St Thomas' Hospital NHS Trust
- Keith Whitburn, University College Hospitals NHS Trust

We would also like to thank all the staff in the NHS and Social Services who shared their experiences, summarised in the examples of good practice in the second volume.

Research and development by Helen Bishop, Workforce Development and Regeneration Advisor, NHS, London Regional Office.
Produced for the Department of Health London Region by independent writers, Gail Vines and Marsaili Cameron. Design by Sign.



Contents

The guide at a glance	page 4
1. 'Win-win' – a reality for once? Focuses on the far-reaching challenges involved in attracting, keeping and developing excellent staff who do not start out with professional qualifications	page 5
2. What has 'regeneration' got to do with health? An overview of the key issues, in question-and-answer format	page 9
3. What are the key challenges in London? Key staffing and service challenges facing employers in the health and care sector – Strategic ways forward	page 13
4. Meeting the challenges: developing the 'skills escalator' Practical ideas on how individual employers can open up training routes – and so attract unemployed people from local communities	page 19
5. Who needs to work together to meet the key challenges? Review of the range of partnerships and alliances needed to make real progress	page 27
Sources and resources References, further reading, key organisations – acronyms and contact details	page 39
ANNEXES Practical checklists, along with detailed guide to potential funders and partners	page 43
Annex 1 A checklist for chief executives, based on aspects of current good practice in London	page 45
Annex 2 Practical tips on developing regeneration initiatives	page 48
Annex 3 Sources of funding and potential partners An annotated list of the organisations that are most likely to be able to help, and how to contact them	page 52

The guide at a glance

■ Who is it for?

- Relevant to the challenges faced by the wide range of organisations involved in delivery of health and social care, including NHS organisations, Social Services, independent GP practices and care homes.
- Useful for staff throughout the organisation, from board level to those involved in day-to-day service delivery.

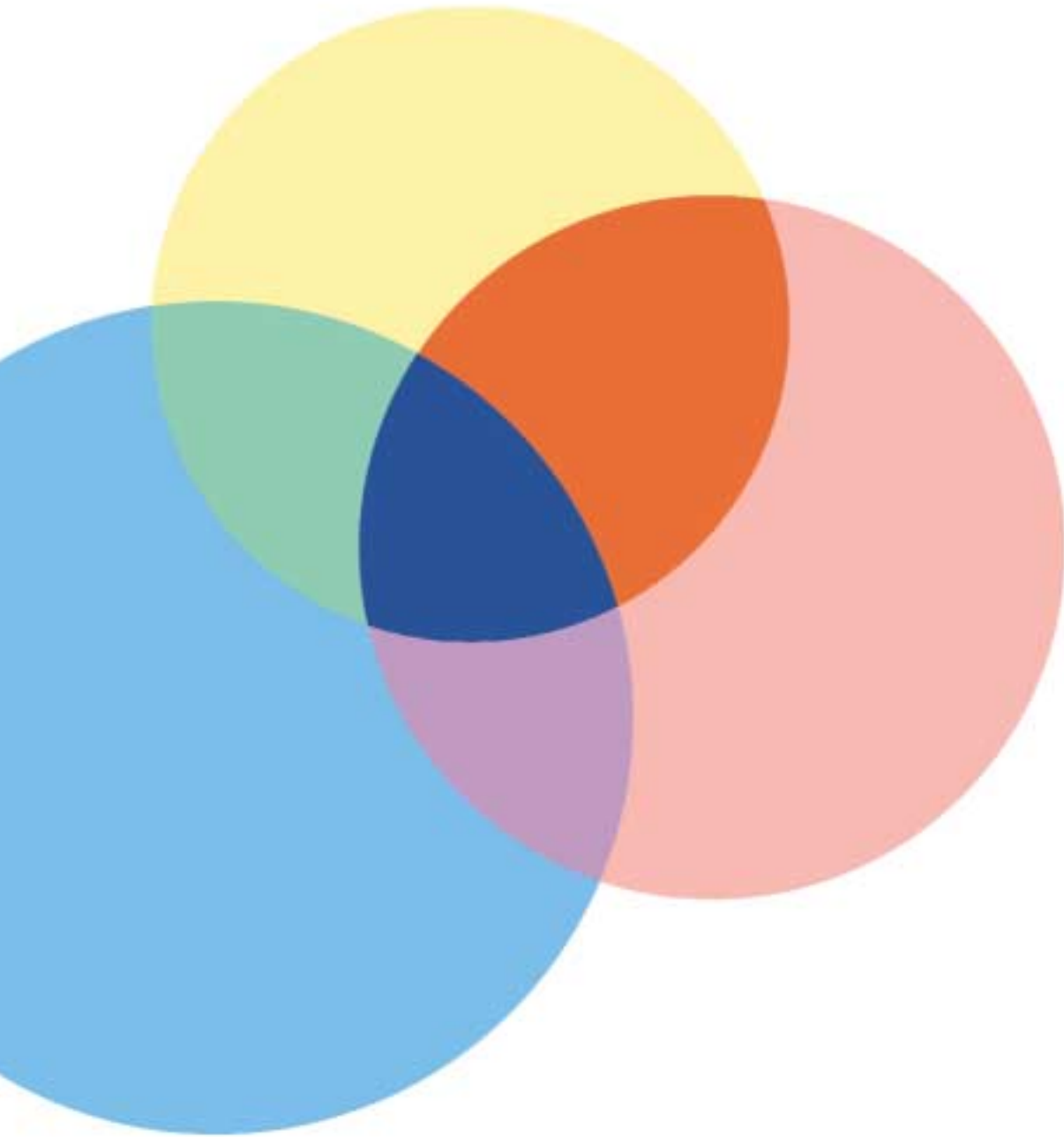
■ What does it include?

- Two volumes, of which this is the first.
- This volume:
 - explores the key benefits of, and challenges involved in, health and social care employers becoming involved in regeneration activities
 - outlines different ways of meeting these challenges
 - shows how external partners and regeneration agencies can help
 - includes details of sources of funding and partners.
- The second volume presents a wide range of ‘live’ examples of good practice – they show how some London health and social care organisations are starting to benefit from their involvement in various regeneration activities.

■ How can you use it?

- Can be used in a variety of ways, depending on your role in your organisation.
- The early, introductory, sections provide a strategic overview of key points and arguments.
- The later sections and annexes offer practical advice on how to take action, followed by a list of potential partners for the development of initiatives, and sources of funding.

1. 'Win-win' – a reality for once?



■ Linking employment in health and social care to regeneration

In both health and social care, there has been an emphasis in recent years on shortages of professional staff and practitioners. However, staff shortages of all kinds affect the quality of care that can be provided in London. This publication focuses on the far-reaching challenges involved in attracting, keeping and developing excellent staff who do not start out with professional qualifications.

In particular, we address the potential role of health and social care organisations, as employers, in the regeneration of London's deprived areas, and how this could help to address both staff shortages and health and wellbeing targets.

Several organisations, partnerships and collaboratives are already exploring different ways of linking employment and regeneration activities. In many cases, they have found themselves in a 'win-win' situation. They have been able to boost local employment opportunities and, in the process, gain valuable staff. In the longer term, there is evidence that bringing jobs to deprived areas will also improve health in the community.

■ Local people are the solution

It is becoming clear that linking health and social care employment into regeneration can help to tackle a range of agendas – not just recruitment and retention, but also health and wellbeing, diversity, service delivery and quality.

Finding the staff needed to provide effective health and social care increasingly means attracting people who already live in London, including drawing in recruits from local communities in disadvantaged neighbourhoods. At present, the development of culturally sensitive service delivery is hampered by poor representation of London's diverse communities among staff. The demographic facts are often overlooked: half of London's school leavers are from black and minority ethnic communities; many live in London's areas of deprivation.

This publication is the latest in the NHS London Region 'Workforce and Development' series. It develops and gives practical focus to some of the core themes highlighted in *Getting People on Board*¹, including:

- **collaboration with a range of other organisations and agencies** in order to deliver on modernisation policies
- agreement up, down and across the organisation on the **importance of securing a well-trained and flexible workforce that reflects the nature of the communities being served**



- **development of imaginative partnerships with Higher and Further Education and voluntary sector training organisations** to ensure flexible career routes for both clinical and non-clinical staff
- **use of expertise in community organisations** to attract and train up people from marginalised communities.

■ Developing a shared agenda

The publication describes a range of organisations and groupings still relatively unknown to many health and social care employers (see Section 5). Further Education, Education Business Partnerships and regeneration agencies are all examples of potential new alliances.

Regeneration agencies develop the skills of the unemployed and support business and community development in deprived parts of London. They want to collaborate with you, as health and social care employers, because collectively you represent the major employment sector in London. In turn, this collaboration can help you to recruit, train and keep the staff you need, even in a competitive labour market.

It is also important to develop collaboration within the health and social care sector. The Workforce Development Confederations are clearly a key forum for consolidating information and making plans to fill gaps in knowledge and practice. You may also see benefits in forging closer links with the independent care sector.

The regeneration world in London is complex, although the fundamental idea is simple. Don't be put off by the details. There are people out there in a range of organisations who already have knowledge and expertise in this field, and are eager to help. Read on!

Signed

Professor Charles Easmon CBE

Director of Workforce Development, London Region NHS

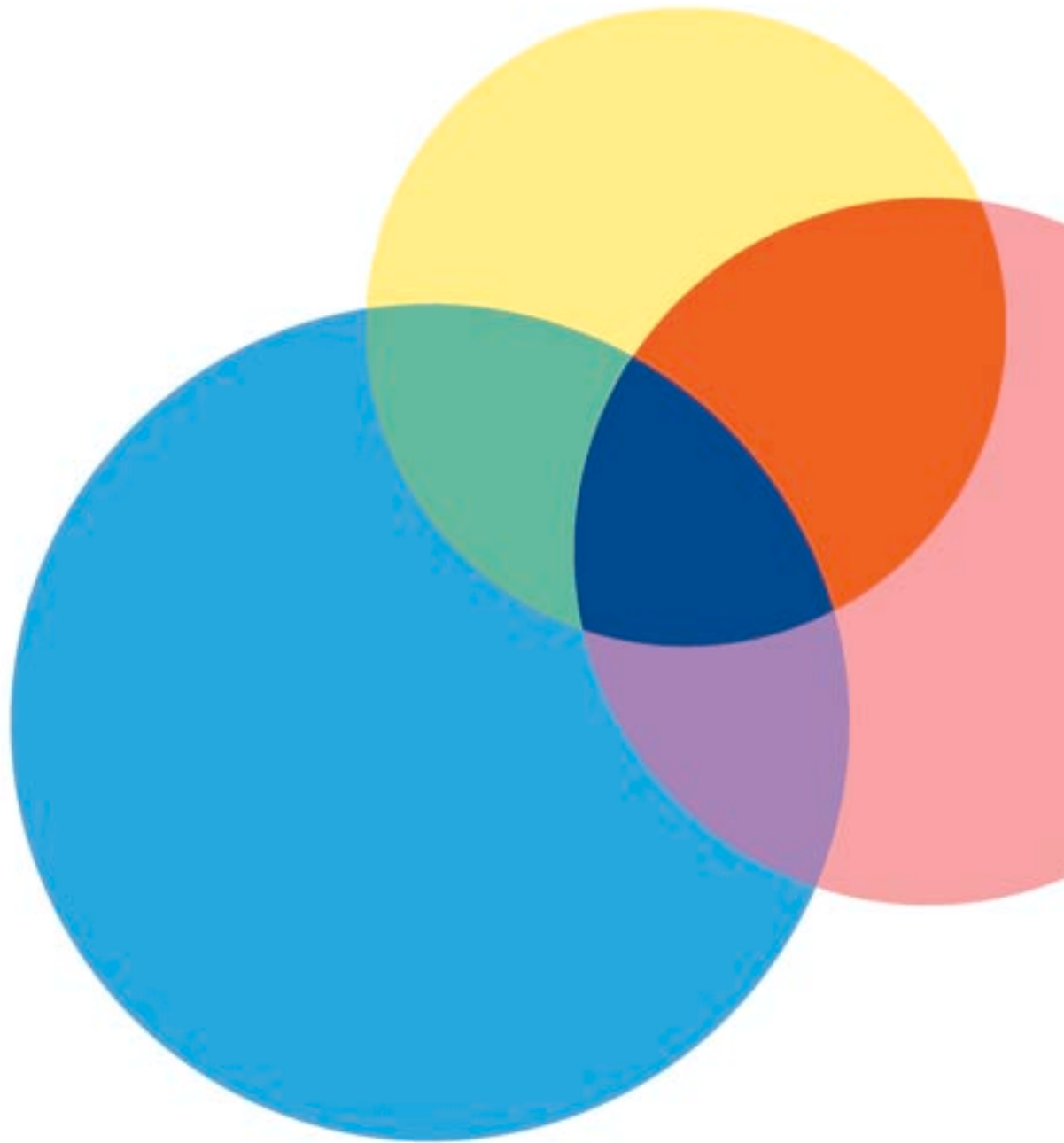
Professor Christine Beasley CBE

Director of Nursing and Corporate Development, London Region NHS

Dr Sue Atkinson

Regional Director of Public Health/Medical Director for London and Health Adviser to the Mayor and Greater London Authority

2. What has 'regeneration' got to do with health?



In this section... An overview of the key issues, in question-and-answer format.

■ What is 'regeneration'?

For some, the word conjures up images of lizards and the like, regaining health and wholeness by regrowing lost limbs. In a way, an analogous transformation is under way in London, where regeneration is about bringing new business and employment to neighbourhoods that have lost their economic prosperity. As one of London's biggest employment sectors, the health and social services are primed to become a major player in urban regeneration.

■ But why should health and social services get involved?

Not least, because it is in the sector's own interest to do so. Engaging in regeneration is not simply a moral imperative: it is vital to the very survival of London's health and care services.

The reasoning goes like this. Competition for staff in London is intense and becoming more so, yet the pool of untapped talent in the capital is vast. Many groups suffer higher than average levels of unemployment²: in particular, black and ethnic minority communities (who now constitute 50 per cent of London's school-leavers³), people with disabilities, refugees, women returners and those aged over 50. Give training and a job to an unemployed local woman or man from a disadvantaged area and you initiate a cascade of beneficial consequences. As people get training and income, their neighbourhood improves in step with local spending power. At the same time, their health and that of their families grows stronger. Most importantly in this context, employers get the staff they need. It's a win-win situation. A virtuous spiral.

■ Sounds good, but surely it's difficult to put into practice? When we advertise vacancies, local unemployed people from disadvantaged groups rarely apply.

It's worth considering whether offputting recruitment techniques might be part of the problem. Local people may have many valuable skills yet find the institutional hurdles in the recruitment office daunting. Some organisations are finding ways to minimise the chance that cultural difference will prevent people applying for jobs, or prevent recruitment staff from spotting an applicant's potential.



Attracting applicants from disadvantaged groups may not be easy at first, not least because there are so few role models. We need to unpick a long history, to improve the image of the public sector. Some Trusts are finding it helpful to work with schools, the voluntary sector and a range of agencies, using individual case studies and supporting staff to act as role models. To become an ‘employer of choice’ in London, health and social services need to build a reputation for making jobs with a future available to the whole spectrum of London’s communities.

■ **But what can we do, if the unemployed don’t have the skills that we need?**

Nearly half of NHS jobs in London do not require specific entry qualifications⁴. Many of these posts could readily become entry points for which the unemployed could be trained, and starting points for career development once employed.

There’s something else to consider. Sometimes, we overlook the valuable skills and talents people already have. These may be skills that are needed in health and social services, such as first-hand knowledge of local cultures and languages, or the age and experience to provide styles of caring highly valued by patients, or high levels of organisational skills gained from voluntary activities.

■ **We can’t fund pre-employment training...**

To bridge skill-gaps, we need to develop collaborative partnerships with external organisations that can provide complementary provision, expertise and in some cases funding. They can help with, for example, outreach with local communities, advice and guidance, pre-employment training, even from basic levels, and in some cases support for employee development.

The regeneration agencies are key allies in the process – the glue in the joints (see Section 5 for more on these agencies). Working at different levels, the Learning and Skills Councils, Local Strategic Partnerships and a host of other smaller partnerships all manage funds which aim to get long term unemployed people not just into jobs, but into sustainable employment. These agencies’ partnerships with local communities go through community organisations, estate-based outreach organisations, schools and colleges, all in contact with the very people who need jobs with prospects.

Even without additional funding, much can be achieved through collaboration with such ‘partners’ to coordinate different forms of local

provision. The aim is a 'seamless transition' from pre-employment training to employment and staff development.

■ So the idea is to 'grow our own' skilled staff?

Yes. It is now virtually impossible to recruit and retain sufficient staff from outside London, so 'growing our own' must become a key component in our recruitment strategies. This approach should lay the foundations for a long-term solution to the cycle of skills shortage and persistent vacancies. With the help of external partners, we can extend our existing investment in staff development, to provide packages of pre- and post-employment training for the London long-term unemployed. The result will be a training or 'skills escalator' (see Section 4) that can offer real career opportunities to people who already live in London, particularly in 'areas of deprivation'. Evidence is now strong that advertising low-paid jobs as jobs with real career prospects gives employers a competitive edge in the London labour market.

3. What are the key challenges in London?



In this section... Key staffing and service challenges facing employers in the health and care sector – Strategic ways forward

■ A quality service in London needs recruitment from all local communities, to reflect its stakeholders

The demographic facts are clear: London is a multicultural city. Black and ethnic minority communities make up a quarter of London's population, and one in two school-leavers. These are service users as well as potential employees. Advocates and interpreters can help in some cases, but a workforce that is representative of the local community is much more effective in contributing to the delivery of appropriate services of high quality. Patients and service users gain from coming into contact with potential role models: they are encouraged to use services, and also to apply for jobs in health and social care. All staff gain from the learning associated with working in teams made up of people from diverse backgrounds. Recruitment that brings in people from local communities at all levels, and offers them jobs with prospects, will undoubtedly help to improve quality of service.

■ The health and social care sector is one of London's largest employers, with increasing recruitment needs

London's leisure industry is a major employer, but the health and social care sector is bigger still – providing jobs for some 225,000 people. The London NHS alone employs more than 140,000 people and spends £7 billion a year, about 6 per cent of London's economy⁵. What's more, employment in health and social care is spread evenly throughout the capital: each borough has more than 4,500 NHS staff and many more Social Services and social care staff⁵. Finally, this is an industry with a future; it is unlikely to go away, and in fact looks set to grow. As a significant employer in the poorest parts of London, the health and social care sector is ideally placed to improve employment in these areas, and as a result, to improve people's health.

■ 'Growing our own' will help to meet health and wellbeing targets

The link between employment and better family health is now well established. Not having a job increases the likelihood of ill health for



both adults and their children. In London, unemployment is twice the national average. In London East it is 13.8 per cent⁶, one of the highest in the UK. Twenty London boroughs are among the 88 most deprived in the country. Almost a quarter of London children live in a non-earning household⁷.

Bringing stable employment and career prospects to unemployed and low-income families will help to deliver NHS Plan health improvement targets.

■ **Competition for staff in London is intense**

The health and social care sector must find ways to compete with the growing demand for workers in London in all sectors of employment. Low-paid jobs in particular must become more attractive, and that means investing in career structures. The major selling point has to be jobs with prospects and good staff support. Many Trusts are finding that when jobs are advertised linked to training packages and career development, the recruitment response is better, even for low-paid jobs. Employers with good career development opportunities also frequently experience better loyalty and retention rates.

Accommodation costs and transport problems make it difficult to recruit staff from outside the capital. One answer is to recruit people who already live in London and train them up, through working in collaboration with other agencies to develop a broad range of training opportunities. A 'grow your own' approach could provide long-term solutions to the skills shortage. By linking with outside agencies that can provide pre-employment training, backed up by post-employment training opportunities, employers can benefit from untapped pools of talent among the long-term unemployed who live in inner London

■ **The untapped pool of talent is vast**

Higher than average levels of unemployment are found among black and ethnic minority communities, refugees and asylum seekers, people with disabilities, women returners and older workers. Levels of unemployment are even higher in some deprived boroughs. In some parts of London, the untapped pool of talent may be white working class – for example, in Barking and Dagenham². Unemployed people living in deprived parts of London have a wide range of skills and attributes that are needed by health and social care organisations. Cultural knowledge may be one of these attributes – and there are likely to be many others, some of which may have been overlooked in the past.

Black and minority ethnic communities have the same range of skills as other communities, but suffer disproportionate levels of unemployment, despite equal or sometimes higher than average attainment (and they suffer inequalities in health outcomes as well). It is a myth that these communities suffer higher rates of unemployment because they are low skilled. A third of London's African and Indian communities have degrees – the same proportion as the white population. In some parts of London, young people's school results are higher among ethnic minorities than the white population. When it comes to unemployment, Indians fare the same as the white population, but Africans and the rest of the black and ethnic minority population are one third to a half more likely to be unemployed, even at the same level of qualifications⁸. This means that there are also many well-qualified individuals in the pool of the unemployed, and many from these communities employed below their level of achievement.

Refugees and asylum seekers with the right to work in Britain have more than triple the unemployment rate. This is despite the fact they bring professional skills relevant to health and social care. These skills are being lost because of the lack of practical help to gain access to the 'supervised practice' system. One survey last year identified 174 refugees with unrecognised nursing and midwifery qualifications (and years of experience) in one part of East London alone⁹. The 'supervised practice' system causes problems to other London residents too. Large numbers of people with unrecognised overseas nursing and health qualifications find it difficult to get this kind of support. One group of four London NHS Trusts with a supervised placement scheme for overseas nurses resident in London receives five applications for every place, with interest generated by word of mouth publicity alone. The new Workforce Development Confederation register for Londoners with unrecognised overseas qualifications already contains several hundred names (for more on this, see page 33).

Older people, women who want to return to work and people with disabilities have higher than average unemployment rates. They may be able to offer styles of care and experiences which would be valued by patients; and they could contribute enormously to health and social care organisations, given the right opportunities.

The 'skills and experience required' part of job advertisements can screen out many of the different groups of people described above. It may sometimes be more productive to 'think talent, not skills'.



■ Collaboration needs to begin at home

Regeneration agencies want to collaborate with health and social care employers because collectively they represent the major employment sector in London. Accordingly, individual employers will often get most out of these new relationships if they enter them through a collaborative partnership of employers in the health and social care sector. Workforce Development Confederations are ideally placed to create a forum of this kind, with their remit to develop the whole workforce, and to support recruitment and retention.

So, what are the key challenges facing Workforce Development Confederations in preparing for constructive engagement with regeneration agencies? They include the following:

- to create economies of size for pre- and post-employment training programmes
- to use workforce and skill-mix reviews to create 'first step' training positions
- to enable smaller members to share the training infrastructure of larger organisations
- to bring together heads of human resources, training and development, and services to plan together to create pre-training/employment/career development pathways
- to assemble the management information (eg, on vacancy levels, turnover, minimum entry skills, skills shortage, capital programmes) needed to engage with external partners and regeneration agencies.

■ Involvement in regeneration requires an ability to see issues from different angles

The regeneration world is complex. Individual employers in health and social care do not need to have a detailed understanding of the many different elements involved. Workforce Development Confederations, though, are already benefiting from reviewing, and reflecting on, key aspects of potential new partnerships. For example, considerable potential benefits are associated with links with two major regeneration partnerships – the five Learning and Skills Councils situated in London and the Local Strategic Partnerships at borough level – and from partnerships with regeneration programmes with a small area focus to deliver employment and training initiatives.

Different partners view the world in different ways and may require different approaches. For example, through partnership, bodies as diverse as the Employment Service and London voluntary sector training

organisations may be able to support employers in developing recruitment initiatives for London's long-term unemployed.

Some features, however, are common to all partnership initiatives. Partnership requires substantial initial investment of staff time; an ability to see issues from different perspectives; and the creativity to see the potential mutual benefits.

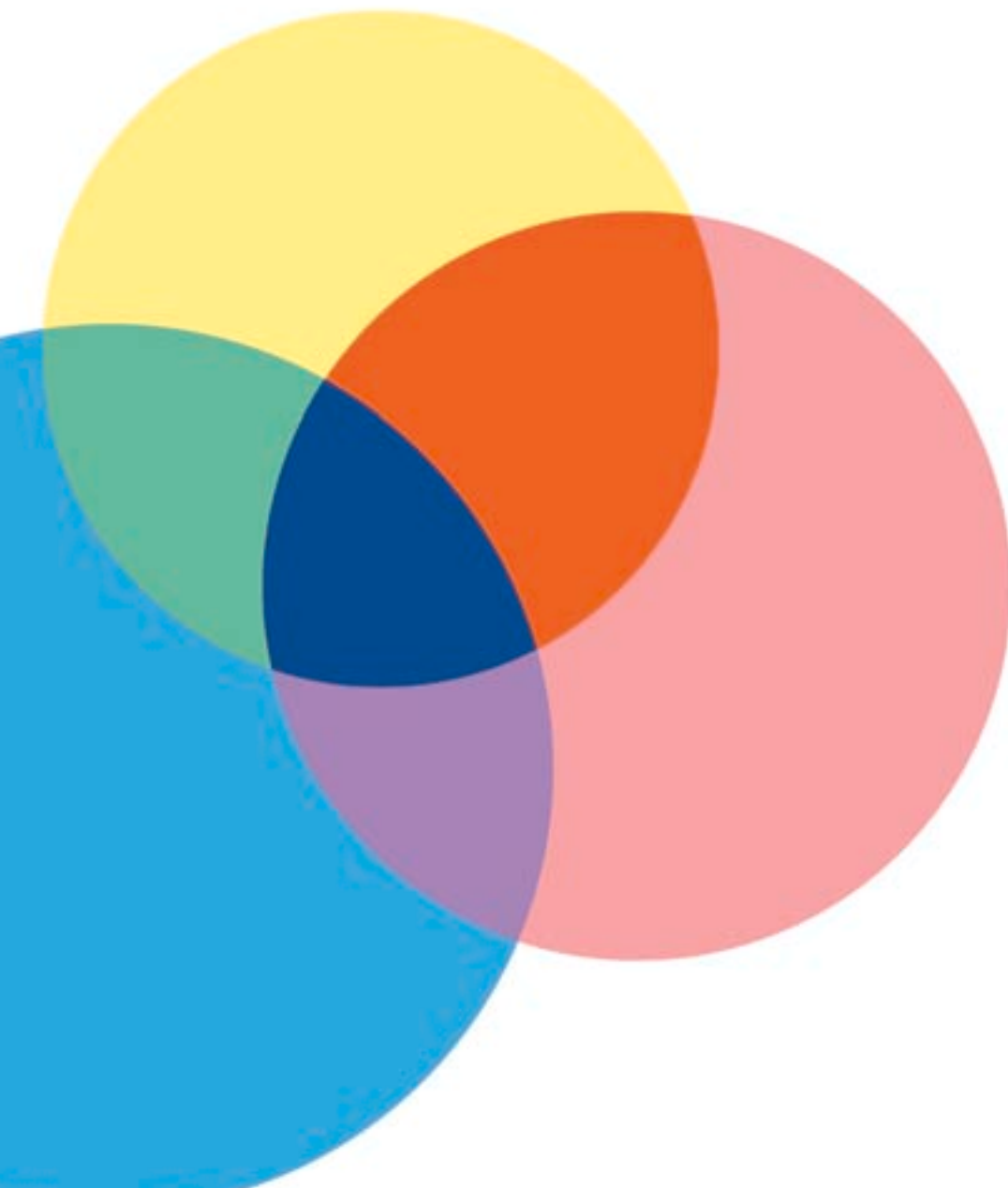
■ National policy and legal requirements need to be met

Developing a representative workforce is part of compliance with the new Race Relations Act, and is likely to be an aspect of the Disability Discrimination Act. This goal is also central to NHS policy such as The Vital Connection¹⁰, the NHS Plan¹¹, and other government and local authority policy requirements. Important drivers include the following:

- the Commission for Racial Equality has published a draft statutory code of practice for the public sector, as part of the implementation of the Race Relations Act 2000 – public sector organisations will be required to comply with the code by the end of May 2002¹²
- a heightened focus on local employment and representation issues, linked to service delivery, is likely to come through the user involvement processes being set up by the Local Strategic Partnerships
- new powers of scrutiny for local authorities under the NHS and Social Care Act 2001.

In a nutshell, as demonstrated by local Modernisation Reviews, we will be unable to meet the requirements of the NHS Plan without a diverse workforce. This in turn can only be achieved by initiatives that attract Londoners and enable them to train and progress up career ladders – and so stay in the workforce.

4. Meeting the challenges: developing the 'skills escalator'



In this section... Practical ideas on how individual employers can open up training routes – and so attract unemployed people from local communities.

■ Introducing the career skills escalator

Most organisations in the health and social care sector would agree that they aspire to be suppliers of high quality, culturally sensitive services that local communities feel they 'own', want to use and are proud of. To achieve that goal, organisations need to become 'employers of choice': first-class employers who provide well-supported jobs with a career structure for those who want it. With a reputation of that kind, employers will be in a good position to attract and retain the staff they need.

One way to think about this challenge is as 'bespoke tailoring' for careers. Through collaboration with external partners, and regeneration funding opportunities, health and social care organisations can begin to stitch together pre- and post-employment training opportunities into a 'seamless transition'.

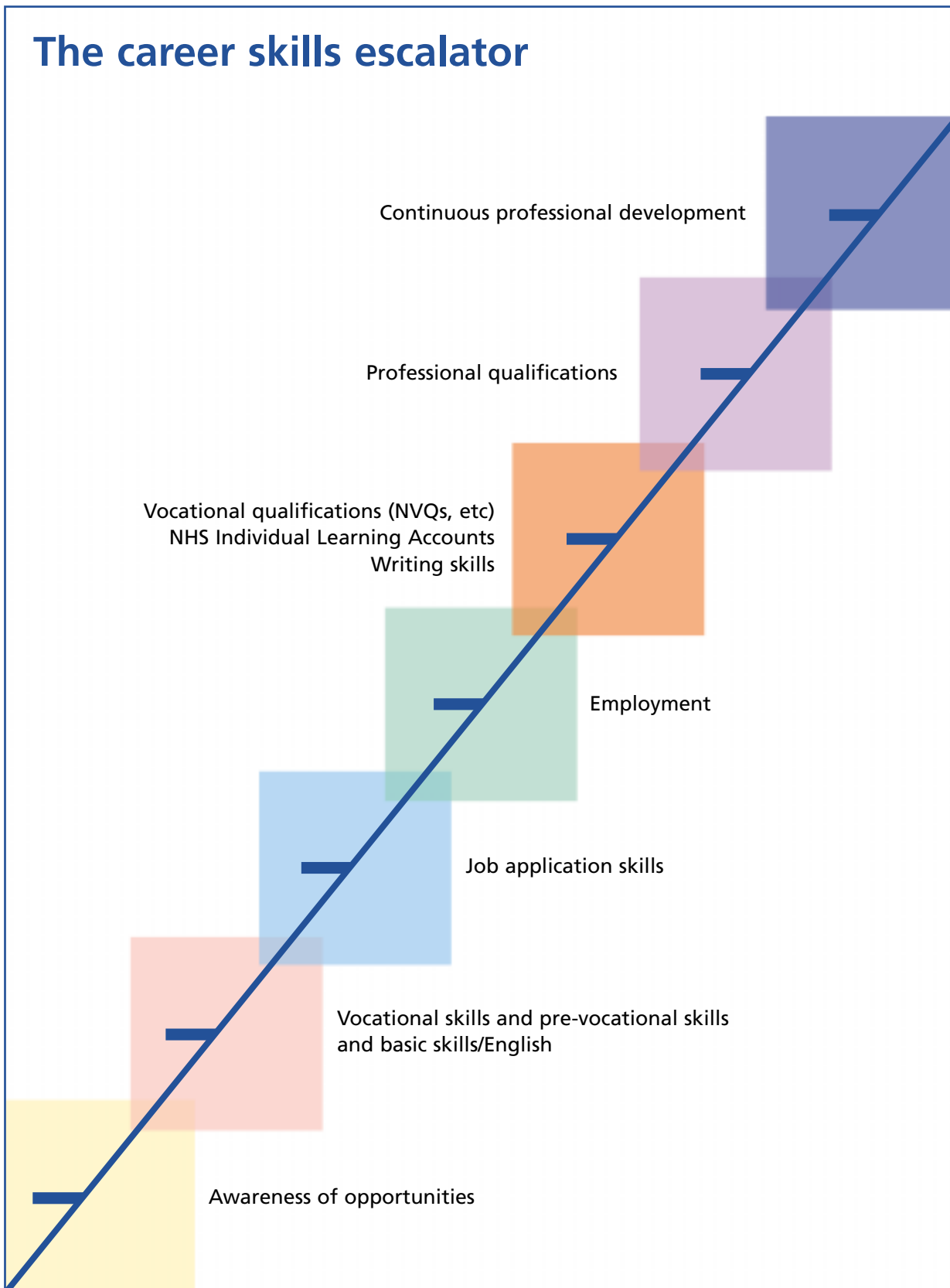
A further, perhaps better, metaphor is the **career skills escalator**, as illustrated on page 21. To work effectively, this escalator must extend beyond the bounds of the institution itself, to let unemployed people on, even at basic levels, with time to reach the minimum skills requirements of vacancies. Once employed, they should have the option of moving steadily on up to higher skill levels during employment. By providing access points at every level of skill or training, employers can ensure a constant stream of new recruits coming in and moving through the system.

Equally, there need to be stopping off points, with appropriate accreditation, for those who do not wish to become health professionals. Most employers now would agree that effective health and social care depends on having quality skills at every level. The quality of receptionists, porters, cleaning staff, healthcare assistants is as important to healthcare as the skills of surgeons. These staff can also play an important role in supervising and passing on skills to new local employees, as well as to schoolchildren and the unemployed on work placement.

The end result of this innovative approach will be a regular supply of new professionals and workers at all levels, especially from hitherto under-represented black and ethnic minority communities.



The career skills escalator



So, in practical terms, what can be done to introduce this approach or to develop it further? Three areas of development are outlined below:

- gearing up for the skills escalator
- linking the skills escalator to retention
- reviewing recruitment.

■ Gearing up for the skills escalator

A range of different employers have found the following steps helpful. Many of the examples in the second volume of this guide illustrate how the ideas have been put into practice.

Identify vacancies that could become trainee posts

Think about finding opportunities to create planned groups of trainee positions with prospects of promotion. Such opportunities are likely to include analysis of annual level of vacancies and skill-mix reviews. The groups of positions can then be advertised as career training entry points. As they are taken up, the positions will both contribute to service delivery and act as staging posts for career development.

Encourage close collaboration among key people

Heads of services can usefully work with heads of recruitment and training and development teams to generate joint packages that will draw in people from local communities. They can also work jointly on developing training with appropriate accreditation.

Increase supervisor and assessor capacity

Achieving this will:

- open up more clinical work placements and more supervised placement opportunities, including opportunities for London residents with overseas qualifications
- provide opportunities for staff lower down the organisation to work towards NVQs and other qualifications, using NHS Individual Learning Accounts
- increase work placement and work shadowing opportunities for school and college students – this in turn will increase awareness of health careers.

Does increasing supervisor and assessor capacity involve creating extra work for nurses and other health professionals? Not necessarily. Clinical skills are clearly needed for clinical placements. However, experienced assistants can be developed to take on the other roles outlined above. Furthermore, it may be possible to meet the costs of such development from external sources. For example, if the cost of supervisor and assessor



development is an integral part of an initiative to offer work experience and training to the local unemployed, the cost can sometimes be included in bids for external funding.

Small organisations, such as some GP practices and care homes, may be able to share costs with others within Workforce Development Confederations – for example, by sharing peripatetic assessors with larger organisations – or get help through Learning and Skills Council small business support (for more on this, see Annex 3).

Find external partners and funding

The aim here is to find support of different kinds in bringing long-term unemployed people through pre-employment training to the level where they can be employed in trainee posts. This process creates stepping-stones towards higher skills.

Make appropriate use of positive action programmes

These programmes are designed to upgrade the skills and confidence of targeted disadvantaged groups, such as black and ethnic minorities, women and people with disabilities, so they can compete for employment and promotion on an equal footing. They are applicable when there has been proven under-representation for more than a year. A booklet about Positive Action is obtainable from the Commission for Racial Equality. An NHS framework that can help organisations to develop staff diversity and equal opportunities is NHS Positively Diverse.

■ **Linking the skills escalator to retention**

There is strong evidence that staff without professional qualifications are more likely to stay in post if they know that there will be opportunities to take part in training and development activities. Taking the following steps may persuade substantial numbers of staff to stay who might otherwise leave.

Identify unused skills among support/assistant staff

Many staff in health and social care have skills and qualifications no one knows about. Think about health and social care assistants, for example, interpreters and advocates, administrative and clerical staff, and portering, catering and cleaning staff. Substantial numbers of them have financial and other management experience from voluntary activities, and some have degrees. These staff may be interested in career development, even to qualified status, but may never have had the opportunity to express this interest or follow it up. Information of this kind could be collected in a variety of ways, including through personal development plans.

Address a range of needs among these staff groups

The following can usefully be included in any review of needs:

- basic skills, English language, building confidence and motivation to re-enter learning (WEA/UNISON specialise here)
- high level writing and study skills, crucial to make the jump into management or to university (part time access courses, university study skills provision)
- study options to suit individual timetables (e-learning, and drop-in centres)
- skills for the transition from supervisory into management roles, including building on management experience from external activities.

Build clear pathways for progress

Staff want to be able to see a planned route for development rather than single, unrelated courses. If steps such as those outlined above are taken, and if training courses clearly present stepping stones to a future career, staff are more likely to stay. Some staff training routes can attract external funding – for example, Learning and Skills Council funding for Modern Apprenticeships for young people.

Provide opportunities to widen experience

If staff hit institutional or professional barriers that pigeonhole and devalue individual enthusiasm and aspiration, they are likely to leave. Employers may well want to collaborate within their Workforce Development Confederation to develop strategies that look beyond the individual organisation, to give staff a broader range of career experience and job opportunities.

Don't prevent staff progressing

There can sometimes be a temptation to hang onto staff and prevent them from progressing because they are needed for service delivery. Giving in to this temptation may have serious consequences. The flow of new recruits could cease, and morale fall, if upward or sideways progression is blocked. Conversely, organisations which are known for developing staff, attract new recruits like magnets.

Develop modular accreditation

The skills escalator must allow staff to step on and off when and where they want to. A system where accreditation is done by module could prevent staff wastage and boost retention. People would be able to restart training without penalty, and move across service and professional divides. They would also be able to pick up complementary skills, or change career or specialism in line with individual interest or the needs of the service.

***Value staff who do not wish to become healthcare professionals***

The health and social services depend on teams with a range of skills, all of whom need to be able to develop as far as they wish. Those not progressing to professional status may be interested in developing additional roles as mentors for new trainees, or developing supervisory, assessor and trainer skills.

■ Reviewing recruitment

Some organisations have found that the following approaches have proved helpful in attracting new staff without professional qualifications.

Develop promotional material on support roles

In careers promotion activities, there can be a temptation to stress clinical professional careers at the expense of others. Get the message across that non-professional posts are both stepping-stone jobs with real prospects and important jobs in their own right.

Present the health and social services as a good employment prospect

Focus on the range of opportunities for sideways and upwards development as well as flexible working, equal opportunity and family friendly policies. The *Improving Working Lives* initiative also has clear implications for making health and care employment more attractive.

Use case studies and role models

Use these 'real life' approaches to present a positive image of a range of career routes to parents, youth and community organisations, colleges, as well as schools. Approach schools through Education Business Partnerships, which offer opportunities to become involved in primary and lower secondary levels. (For more on Education Business Partnerships, see page 34.)

Develop annual workplacement planning with schools and colleges

Many employers find that setting up arrangements for regular and systematic joint planning is more effective than making ad hoc arrangements. Both teachers and students become more aware of the potential of employment in health and social care.

Keep local community organisations informed

Make sure that local community organisations have regular access to current vacancies. Timing is important here. The organisations need enough time before the closing dates to inform local people and encourage them to apply. If possible, use a well-publicised website, and separate out support/admin vacancies from professional and senior level posts.

Ask others to help with recruitment

The Employment Service and voluntary-sector job brokers can help recruit local unemployed people into support/assistant vacancies. Enlisting support of this kind can save advertising costs and valuable staff time. Clearly, agencies who help with recruiting will need to be fully briefed about the skills required from applicants.

See the Employment Service publication, *Promising Practice Guide to New Deal Recruitment in the NHS in London*¹³ for a range of different ways of recruiting, and examples from London NHS Trusts.

Further Education colleges and voluntary sector training organisations attract the unemployed from marginalised communities. If organisations of this kind are given regular access to vacancy information and promotional activity, they could do a great deal to encourage applicants.

Help people to improve the quality of their applications

Offer potential applicants opportunities to get advice on putting together their applications and developing their interview skills. When a potential employer makes the judgement, 'poor standard application', it may be that the applicant concerned simply does not know how to play the 'application game'. This may be particularly true for people from cultures where selection is based on level of qualifications rather than the ability to 'sell' one's skills and personality.

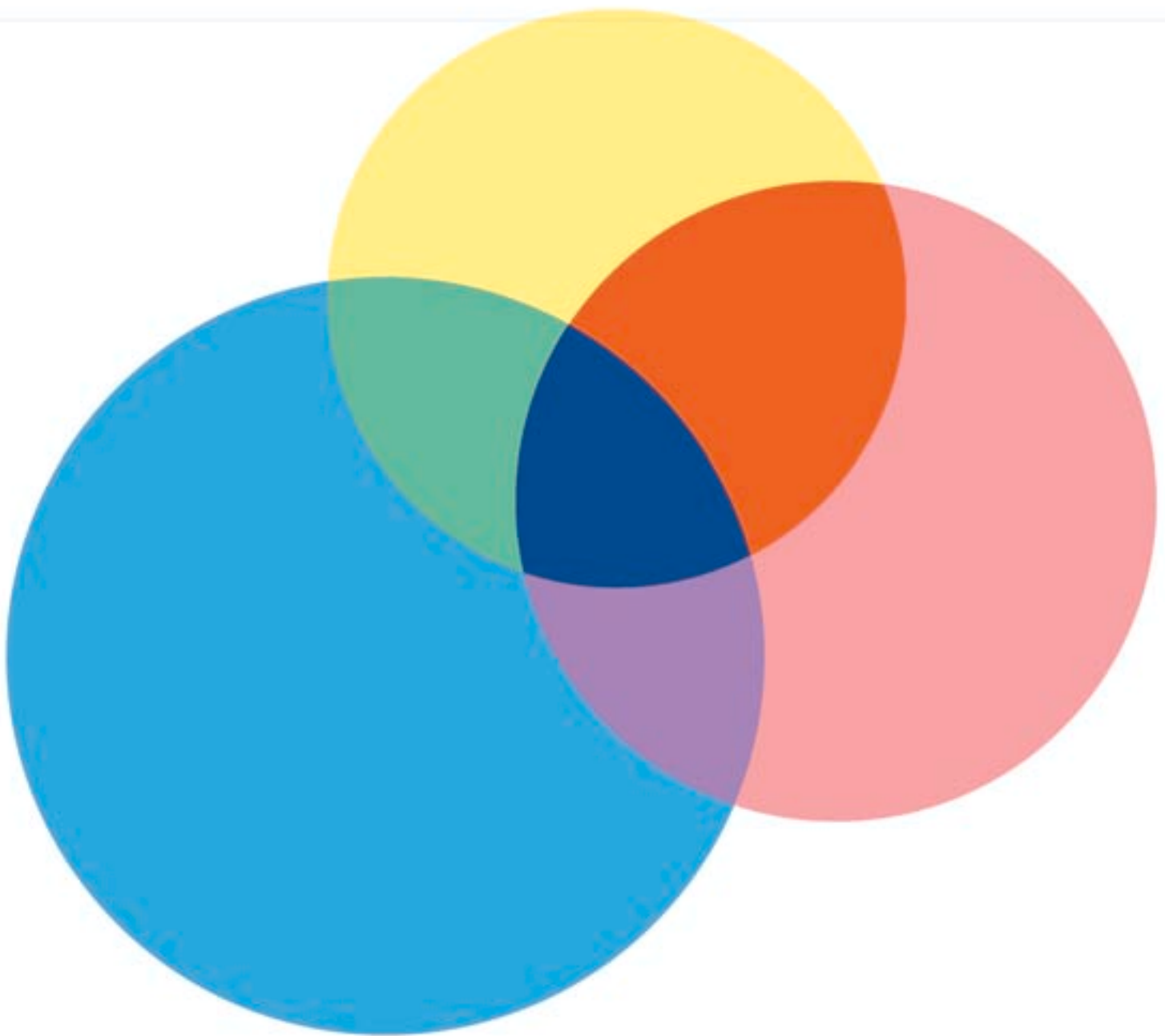
Offer constructive feedback to unsuccessful candidates

Be prepared to be constructive in explaining to unsuccessful candidates why their interview or application failed, and where to get help to gain experience or improve application and interview skills. Employers who do this systematically find that their profile is raised among local communities, who are encouraged to reapply. Communities whose people are consistently rejected and offered no support will often advise not to bother applying.

Develop sensitive antennae to local opinion

Some organisations may not be aware of how they are viewed by different communities. However, local perceptions of how the employer treats people will have powerful effects on patterns of application for jobs. Perceptions of this kind may be directly related to the kind of treatment people receive when they ring up to ask about vacancies; try to find out why they have not been selected for interview; ask what has happened to the application they left at a jobs fair; or enquire whether a training or refugee adaptation programme exists. Insights of this kind can usefully be fed into customer care training for managers and staff involved in recruitment activities.

5. Who needs to work together to meet the key challenges?



In this section... Review of the range of partnerships and alliances needed to make real progress.

■ Joint working across sectors

The previous section concentrated on what individual employers in the health and social care sector can do to extend career opportunities to people without professional qualifications. This section focuses on what joint working can achieve:

- within the health and social care sector itself
- with delivery partners outside health and social care
- with regeneration agencies.

■ Collaboration within the health and social care sector

Section 4 outlined some of the ways in which collaboration within the health and social care sector itself can help to expand the career opportunities available to staff without professional qualifications. Different aspects of this collaboration are explored here.

Building up management information

If external agencies are to help support the development of opportunities for non-professional staff in the health and care sector, they need accurate information delivered on a regular basis. This will help them carry out long-term planning for training and education in the local area. So, what do they want to know exactly? The following types of information would be particularly helpful:

- identification of the numbers of low level vacancies that could become trainee posts for unemployed local people
- an annual or more frequent picture of predicted future vacancies and skills shortages (for all levels and kinds of employment – and also new needs related to skill-mix, new professional development, capital schemes)
- staff turnover analysis
- gaps in training provision which cannot be dealt with by the Workforce Development Confederations.

Official vacancy figures suggest that there may be approximately 500 administrative and clerical and 500 assistant/support vacancies annually in each London Workforce Development Confederation area¹⁴. These present real opportunities for collaboration, but at present are mostly dealt with as individual vacancies.



This kind of information, made available on a regular basis, provides a basis for two kinds of strategic collaboration with regeneration agencies:

- long-term planning to develop appropriate post-16 employment and training infrastructure to meet the predicted future staffing needs of the health and social care sector in London
- shorter-term planning to develop individual promotional, outreach and training activities to link the unemployed and school leavers into sustainable employment with prospects in health and social care.

The Workforce Development Confederations are well placed to co-ordinate the collection of this kind of information, working in collaboration with SHRINE's Human Resource Framework and with Social Services.

Sharing expertise and facilities

Members of Workforce Development Confederations have much to gain from working together on the development of training routes for staff without professional qualifications. The following benefits stand out:

- economies of scale
- services can share training expertise and facilities
- health and social services can be linked together into the skills escalator
- new staff can be offered a wide range of experience and training opportunity
- small organisations, such as GP practices and some small Trusts, are able to offer real training opportunities to new recruits and existing staff
- the option of experiencing a wide range of training opportunities may persuade staff to stay within the Workforce Development Confederation area.

Making links with care homes and social enterprises

The statutory sector can benefit from making links with private care homes and with voluntary sector social enterprises which deliver services such as homecare. For example, take what happens when care homes are unable to recruit the required staff ratios. Quite simply, they tend to go out of business – and, from an NHS point of view, the result is further bedblocking. The incentive, then, is to offer to share expertise with these homes in order to help them develop appropriate training and recruitment plans.

Social enterprises in the voluntary sector also offer opportunities for joint working, including service delivery. An increasing number of them deliver service contracts which offer community-based culturally appropriate services. Providing these services helps to develop local people's skills – and, of course, offers local employment. Joint development and support could help achievement of NHS and Social Services delivery targets.

Private care homes, social enterprises, and independent GP practices are all small businesses. As such, they can access small business development support and staff development funding through Learning and Skills Councils and Business Link. Areas where support is available include human resource good practice, staff development, and business planning.

■ Collaboration with delivery partners outside the health and social care sector

Earlier sections of the guide outlined a range of different organisations and agencies which can help employers in the health and social care sector attract and keep the non-professional staff they need. More detail is provided here of the identity and expectations of potential partners of this kind.

There is a development cost in such activity, of course. For example, staff time needs to be invested in developing partnerships, and in collaborating in funding bids. However, there are substantial benefits in working together with local providers on sustainable development – especially when compared with the results of one-off projects. Essentially, effective collaboration within and outside the Workforce Development Confederations can ensure ongoing provision of pre-employment training opportunities to underpin intake of assistant/support staff.

Working together towards the ‘seamless transition’

Working links have already been developed with Higher Education. There is great potential for partnerships with Further Education, with voluntary sector training organisations, and with other initiatives for the unemployed. Taken together, these alliances could provide the underpinning educational and training opportunities to bring a range of people from local communities into health and social care university courses or into employment with career development opportunities.

Strategic links with Learning and Skills Councils are important as these organisations provide a forum, and resources, for tackling a range of development issues for post-16 provision.

The concept of the ‘seamless transition’ is central to the process of joint working. Partners need to coordinate their efforts so that the unemployed can start on pre-employment training to develop their skills, become employed in support/assistant or other roles, and move immediately onto a ladder of in-house training opportunities.

In practical terms, what needs to happen first if these goals are to be achieved? The following steps are key to success:



- the ability on the part of health and social care organisations to:
 - persuade external partners that health and social care is a good employment option
 - provide a clear picture of the range of jobs and opportunities in health and social care
- identifying the numbers and types of ‘entry level’ vacancies which are or will become available, along with the minimum level of skills required
- making a commitment to opening up vacancies to local unemployed people, and to working with regeneration schemes
- identifying numbers of sponsored university training places which, over the next few years, could be targeted through these partnerships
- developing mechanisms to ensure that those who successfully complete pre-employment training in partnership initiatives end up filling job vacancies or occupying places on pre-qualifying courses.

Key external partners are described below.

Further Education

Workforce Development Confederations include both Higher and Further Education partners. However, the relationship with Further Education is less well developed.

Responsibility for Further Education is now part of the remit of the Learning and Skills Councils. The Further Education sector is substantial, offering provision from basic skills through to NVQ 3 and above, and including a large Adult and Continuing Education programme and provision on community premises. There are 53 Further Education Colleges in London, 16,000 students doing A level Science¹⁵. A further 60,000 study in the health and social care programme area, which is unevenly spread across London (two thirds in North and East London). Access courses – including many Access to Health or Access to Nursing courses – prepare the over-21s without formal qualifications for entry to Higher Education.

Unemployed people can study for up to 16 hours per week without losing benefits; and most FE courses are structured to accommodate this. Accordingly, FE colleges are full of unemployed students from local communities who, through enrolling themselves on a course, have already shown themselves to have a commitment to learning. Many FE students come from ethnic minorities. The students attracted by the FE sector, therefore, are people of great interest to health and social care organisations. With the right kind of support, many of them may be interested in becoming health and social care professionals.

Key priorities for partnership working

Higher Education has established links with Further Education. These links could be developed further, with the aim of increasing the numbers progressing into health and social care professional training. This kind of initiative is particularly important at present, since the universities need to fill the gap opened up by the withdrawal of the NHS Bursary from overseas nursing students.

Recruitment is another area for development. More could be done to inform Further Education students about the range of health and social care careers available – and about the work-based career routes at assistant/support/administrative and clerical level. Social and health care organisations could also usefully develop more workplacement opportunities. As with schools, this aspect is an important factor in raising the awareness and interest of both teachers and students.

It is worth bearing in mind too that Further Education can provide employer-commissioned courses. These may fit into plans for the use of NHS Individual Learning Accounts by support staff.

Voluntary sector training organisations

London has more than 130 voluntary sector training organisations. These organisations include several run by and for black and minority ethnic communities, and some specifically for women. Other organisations focus on the needs of people with disabilities; others on the needs of refugees. They are highly professional. Their success is built on expertise in building partnerships and accessing funding through government, charitable and European sources.

The key feature from the point of view of employers in health and social care is that organisations of this kind are close to local communities and know how to motivate people who have been marginalised. They also know about re-entry to education, basic skills development and positive action programmes.

Two pan-London organisations service the London voluntary sector: the London Voluntary Service Council, which has a regeneration unit and European funding unit, and the London Voluntary Sector Training Consortium. In addition, most boroughs have a consortium of local voluntary sector training organisations.

Key priorities for partnership working

Some organisations offer Care NVQs; but at present get their workplacements and jobs for their students mainly from the independent social care sector. Clearly, an opportunity exists here for the statutory sector.



Voluntary sector organisations can also support the health and social care sector in the development of positive action initiatives for disadvantaged groups – for example, for black and ethnic minority communities, or people with disabilities. Programmes of this kind have been successful in other industries in bringing more people from these communities into employment and training. A feature of many programmes is the development of black and ethnic minority graduates for management roles.

It's worth noting that most regeneration funds require the active involvement of the local voluntary sector in any bidding partnership.

Partnership initiatives for refugees and asylum seekers of professional status

A small but significant area for partnership is made up of initiatives to support refugees, asylum seekers and other London residents who hold professional overseas qualifications which are unrecognised in this country.

Local partnerships working on this issue bring together the NHS, the voluntary sector, universities, and the London Postgraduate Deanery. The aim is to bring people with many years' professional experience into the system. The health and social care system benefits in two ways. Professional shortages are reduced; while, at the same time, employment is given to a group which suffers multiple disadvantage and very high levels of unemployment.

Key priorities for partnership working

Professionals with this background are likely to have a variety of needs, which may include help with:

- finding appropriate preparatory support
- learning English at a level and within a context (health and social care professional level) which is not often available in mainstream English or Basic Skills provision
- finding the 'supervised clinical placement' which the professional bodies require for recognition.

Individual initiatives in this field are not yet joined up into a coherent system which can offer the full benefits to London. However, a start has been made. South West London Workforce Development Confederation has taken on the task of keeping a pan-London database of those already resident in London and seeking a supervised placement. At the time of writing, it already has several hundred entries. Also, NHS London Regional Office has produced guidance on providing supervised practice.¹⁶

The Employment Service

The Employment Service is in contact with all London's unemployed people aged 18-24. The agency also has New Deal Schemes for long-term unemployed aged 25+, 50+, people with disabilities, lone parents, and partners of the unemployed. Through jobcentre advisers, it is in contact with the whole range of unemployed. Different forms of pre-employment training and support are available to enable individuals to meet employer requirements.

Key priorities for partnership working

To be equipped to promote health and social care employment to their clients, local Employment Service managers and advisers need to be fully informed about:

- ways in which health and social care employment can be seen as a good option
- opportunities within the sector for staff development and career progression
- the kinds of vacancies that recur, and the minimum entry skills required.

Education Business Partnerships

Young people are at the centre of much regeneration activity. In areas of deprivation, there is seen to be a pressing need to raise achievement – and, just as importantly, to raise aspirations. In each London borough, Education Business Partnerships engage employers in this challenge at primary and early secondary level. Activities include mentoring, reading schemes and interview skills role play. Young people often make career choices at this early stage, but careers promotion is rarely available to them. Accordingly, this approach offers valuable opportunities to promote role models.

In London, Education Business Partnerships are organised into five consortia, one in each Learning and Skills Council area.

Key priorities for partnership working

For years, private companies have welcomed this opportunity to send staff into schools, seeing it as a good investment in raising awareness of careers in their industry. Now some Trusts and Social Services are taking part as well. They also encourage the development of work placements or work experience, work-shadowing and visits. Practical experience of this kind encourages young people to become interested in jobs in the health and social services – and may help them secure a place on professional training courses.

Another approach is to provide activities or speakers to support the teaching of the National Curriculum in Science or other relevant subjects.



■ Collaboration with regeneration agencies

What is meant by the broad term, ‘regeneration agencies’? The term is commonly used to cover three main groups of organisations:

- two key new partnerships – Learning and Skills Councils and Local Strategic Partnerships
- central strategic organisations
- regeneration partnership programmes with a small area focus.

Collaboration at each of these levels is important for the health and social care sector. Significantly, collaboration with the health and social care sector is also important for the regeneration agencies.

What does each sector have to offer the other?

Take first the perspective of the health and social care sector. Earlier sections of the guide have emphasised the ‘win-win’ nature of involvement by employers in regeneration activity. In short, skills shortages are addressed; and the overall health of the community is improved. There is also, of course, the issue of access to funding. Constructive partnership with regeneration agencies can often present opportunities for bidding for funds. Sources of funds may include central government and the European Union – see Annex 3 for more information.

What are the benefits of collaboration from the perspective of the regeneration agencies? Why are they concerned to engage with the issues facing the health and social care sector in London? The reasons include the following – many of which are of particular interest to those organisations working on long-term strategies for London’s economic development.

- Health and social care is the largest employment sector in London, evenly spread across the capital – and therefore well-placed to bring employment to areas of deprivation.
- The quality and availability of health and social care, like transport and housing, affects the capital’s workforce and its labour market, and therefore underpins all the other employment sectors – accordingly, there is a vested interest in supporting staff development in this sector.
- A large increase in London residents is expected over the next ten years, involving new house building, especially in the Thames Gateway area north and south of the river in East London. 300,000 new residents are expected in this area over the next 15 years, and 90,000 new homes – 40,000 of them in London (see Annex 3 for further information on this). This development must be linked to an expansion of the health and social care infrastructure, especially primary care.

Brief descriptions are given below of the three main groups of regeneration agencies.

Key new partnerships

Learning and Skills Councils

The new **Learning and Skills Councils** (there are five in London – see Annex 3) are responsible for raising achievement and extending participation in learning; for funding, planning and quality assurance for virtually all post-16 education and training below degree level; and for engagement of large and small employers in workforce development.

It can be seen, then, that there is a confluence of interest here with key concerns of London's Workforce Development Confederations. Take the following, for example, among a whole range of initiatives for employee development and small business support: National Training Organisation review of NVQs, Basic Skills strategies, Adult and Community provision, Further Education and Lifelong Learning, development of flexible routes to Higher Education, IT and e-learning, Investors in People and Modern Apprenticeships.

The future post-16 education and training infrastructure, with the exception of Higher Education and Employment Service initiatives, will be planned under the auspices of Learning and Skills Councils. As a major employment sector, health and social care needs to be involved in this planning process.

The Chief Executives of London's Workforce Development Confederations have started making links, sharing agendas and establishing communication channels with the five London Learning and Skills Councils.

Local Strategic Partnerships

The new **Local Strategic Partnerships (LSPs)** at borough level bring together the public services, community and private sector organisations. These Partnerships were born out of the work of the government's Social Exclusion Unit. They are required to harness the power of the public sector, not only to improve services in areas of deprivation, but also to contribute to regeneration by bringing jobs to the unemployed.

The emphasis is on user involvement and user demand; and one theme which is likely to be prominent is staff diversity and equality of opportunity in both employment and service delivery. The Local Strategic Partnerships in the 20 boroughs in London that have been identified as the most disadvantaged – all with significant black and



ethnic minority populations – have access to substantial additional funding, over the next three years, to tackle deprivation, through the Neighbourhood Renewal Fund¹⁷. Some bids from health and social care partnerships in these areas have already been successful, giving access to substantial funding to support local employment initiatives.

Health representation on Local Strategic Partnerships is through Primary Care Trusts and Health Authorities. In the future, it is likely that involvement in Local Strategic Partnerships planning and development will be the key to access to a whole range of government funding at local level. LSPs are expected to improve delivery of key services. They are also required to be umbrella partnerships which link – and provide added value to – the different kinds of regeneration activities within their geographical area.

The Government Office for London (see below) has a Neighbourhood Renewal team which links with the LSPs.

London's 33 Local Authorities are linked through the Association of London Government. Part think-tank and part lobbying organisation, the ALG also runs a range of services to support Local Authority responsibilities, such as care and childcare, community development, transport and environment, housing and funding. The ALG provides opportunities for pan-London dialogue with Local Authorities at elected member level (panels of LA councillors) and at officer level. The Local Authorities regeneration network meets every two months, and there is also a network of Local Strategic Partnerships officers. The ALG also administers the London Boroughs Grants Scheme, which channels Local Authority funds to the voluntary sector.

Central strategic organisations

Two central organisations are:

- **London Development Agency (LDA)** – a statutory Regional Development Agency, and a functional body of the Greater London Authority, the LDA develops the London Regional Economic Development Strategy, working in collaboration with a range of agencies, including the Learning and Skills Councils, Local Strategic Partnerships, Local Authorities, and the Government Office for London
- **Government Office for London (GOL)** – acts as a channel between government departments and a range of London organisations, including Local Authorities and the private and voluntary sectors.

One area of particular interest to these agencies is the amount of capital development in the health sector. If planning starts early enough, there is huge potential here for skills development and local sourcing. For example:

- work with the Construction Industry Training Board and London's education and training organisations to develop construction and allied industry skills among the unemployed and school and college students
- development of skills for the future health workforce
- supplier agreements on local recruitment.

At present, the NHS London Regional Office provides the link with the health and social care sector. A regional public health team is being developed across the NHS London Regional Office and GOL, working closely with the Greater London Authority and the London Health Commission.

In the Shifting the Balance of Power developments, it will be important to ensure that central strategic regeneration agencies continue to work with the health and social care sector on both service delivery and workforce development aspects. Strategic links may be continued through joint pan-London Workforce Development Confederation and Strategic Health Authority arrangements.

The London Health Commission brings together over 40 organisations from statutory, voluntary and private sectors to offer a focus for improving the health of individuals and communities across the capital. One of the Commission's sponsoring partners, the King's Fund, has set up, under the auspices of the Commission, a Health and Regeneration Programme designed to promote effective networking. See Annex 3 for further information on the London Health Commission.

Regeneration partnership programmes with a small area focus

At the other end of the scale, at local level, a range of regeneration partnership programmes, funded over several years, operate in small defined geographical areas of deprivation. Examples of these programmes include Single Regeneration Budget (SRB) partnerships, New Deal for Communities, Sure Start, Health Action Zones, and European funded area schemes.

There are hundreds of these programmes across London. Many have objectives which would allow for health and social care involvement. It is worth employers exploring with local programmes whether health and social care employment opportunities could be built into initiatives which would help the programmes meet their annual targets. These targets are likely to include: local unemployed into employment, community development, some capital development, numbers of small businesses supported, reduction of no-income households, and others. Many of the examples of good practice in the second volume of this guide have accessed funding at this local level.

Sources and resources



Sources

- 1 *Workforce and Development: Getting people on board* (2000), NHS Executive London
- 2 *London Labour Market Survey* (2000), Simon Ellis, London Skills Forecasting Unit
- 3 *Education in London, key facts (academic year 98/99)*, Ric Euteneuer, London Research Centre and LERN, October 99
- 4 NHS Hospital and Community Services Non-Medical Workforce Census, September 2000, Department of Health Statistics (Workforce), Leeds
- 5 *Capital Asset: London's Healthy Contribution to Jobs and Services* (2000), T. Travers, S. Glaister and D. Graham, NHS Executive London
- 6 *Investing in London: The Case for the Capital* (2001), Greater London Authority
- 7 *The Health of Londoners* (1998), Martin Bardsley et al, King's Fund, updated by London Research Centre
- 8 *Ethnic Capital* (2001), London Skills Forecasting Unit
- 9 *Pan-London Adaptation Review* (2001), Department of Health
- 10 *The Vital Connection – an equalities framework for the NHS* (2000), Department of Health
- 11 *The NHS Plan – a plan for investment, a plan for reform* (2000), Department of Health
- 12 *Statutory Code of Practice on the Duty to Promote Race Equality*, Draft by Commission for Racial Equality, in consultation December 2001 until February 2002
- 13 *Promising Practice Guide to New Deal Recruitment in the NHS in London* (2001), Employment Service London and South East Region, NHS Executive and London Employers Coalition
- 14 *NHS Vacancies Survey*, March 2000, Department of Health Statistics (Workforce), Leeds
- 15 Association of Colleges, London 1998/9 – Individual Student record for the Health and Community care programme area. Personal communication. (Note: Hairdressing and Beauty, which is normally included in this programme area, has been excluded.)
- 16 *Guidance for the Provision of Supervised Practice for Nurses and Adaptation for Midwives in London*, September 2001, NHS London Regional Office
- 17 *A New Commitment to Neighbourhood Renewal: National Strategy Action Plan*, Social Exclusion Unit, Cabinet Office January 2001

Resources

Other useful publications

Employment Improves Your Health: regeneration and employment in health and social care, volume 2 (forthcoming), Department of Health London Region

Looking beyond Labels – widening the employment opportunities for disabled people in the new NHS (2000), Department of Health

Statutory Code of Practice on the Duty to Promote Race Equality. There are four accompanying booklets, two of which relate directly to the health and care sector: *A guide for public authorities* and *Ethnic monitoring*. Drafts by Commission for Racial Equality, in consultation December 2001 until February 2002. (See www.cre.gov.uk)

The Regeneration Maze Revisited (2001), T. Edmans and G. Tarifa, King's Fund, London

Working for Health: the NHS as an employer and its role in regeneration (2001), R. Levenson and T. Edmans, King's Fund, London

The London Development Agency, the Learning and Skills Councils, and the London Skills Forecasting Unit, produce regular reports, including analysis of London and local labour markets, employer needs, and so on. See Annex 3 for contact details for these organisations.



Useful websites and phone numbers

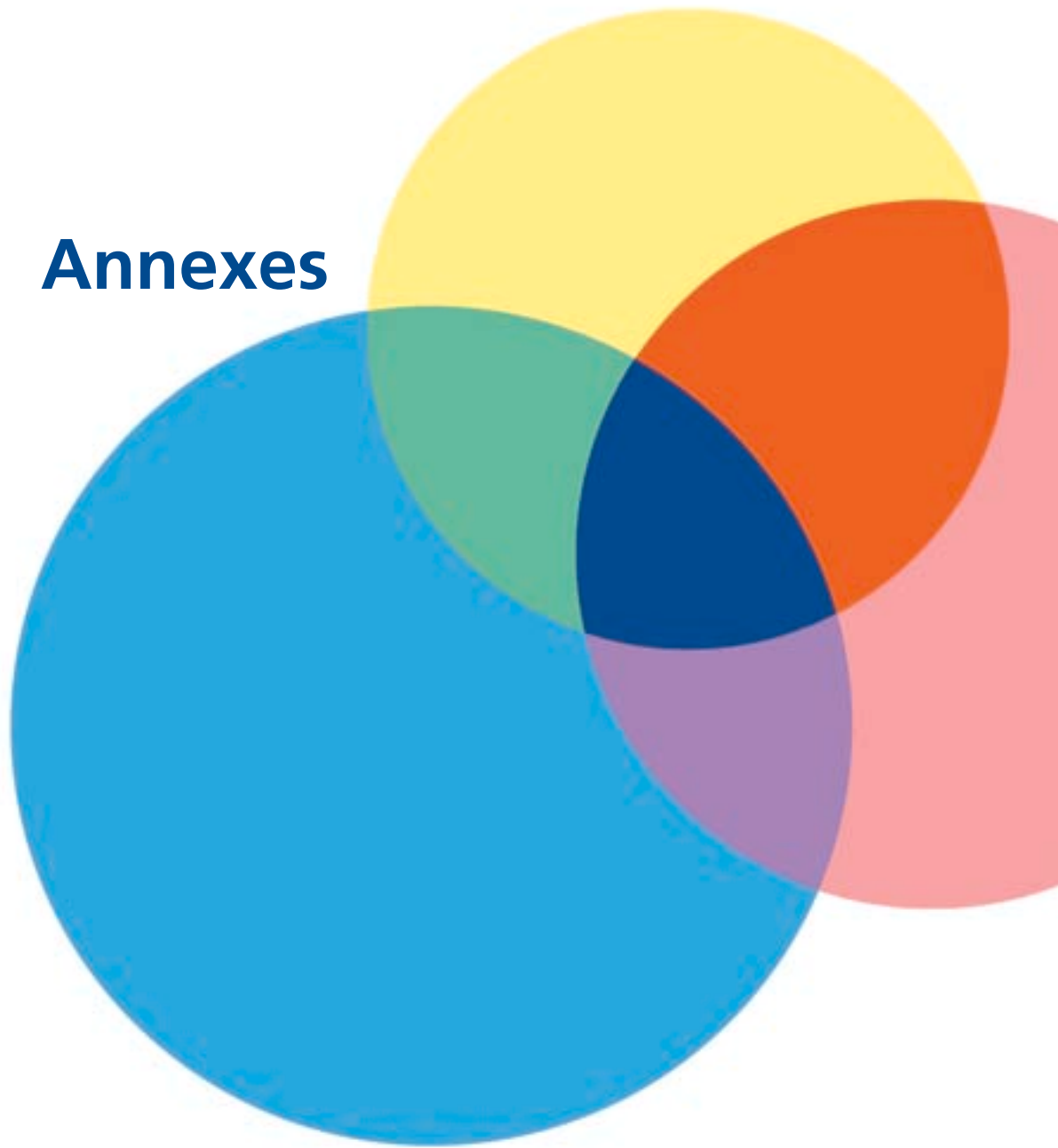
The following contact information is provided for quick reference. Further details of these and many other organisations can be found in Annex 3.

- Association of Colleges, London Region www.londoncolleges.com Tel: 020 7840 5324
- Association of London Government www.alg.gov.uk Tel: 020 7934 9999
- Business Link for London www.bl4London.com Tel: 0845 6000787
- Commission for Racial Equality www.cre.gov.uk Tel: 020 7828 7022
- Connexions www.connexions.gov.uk and GOL Connexions team Tel: 020 7217 3111
- Disability Employment Advisers (Employment Service) helpline for individuals and employers Tel: 0800 328 4933
- Disability Rights Commission www.drc-gb.org Tel: 0845 7622633
- Education Business Partnerships Tel: Learning and Skill Councils
www.go-London.gov.uk/educationskill/education_business_link_consortia.asp
- Employment Service www.employmentservice.gov.uk (lists all jobcentres)
Regional Manager Tel: 020 7211 4416
- Equal Opportunities Commission www.eoc.org.uk Tel: 0161 833 9244
- European Funds (Objective 2 and 3, EQUAL, URBAN, LEONARDO, etc)
www.go-London.gov.uk/europeanprogramme Tel: 020 7217 3244
- Europe and the London NHS Tel: 020 8926 5040
- Further Education Colleges – see *Association of Colleges*
- Government Office for London www.go-London.gov.uk Tel: 020 7217 3111
- Greater London Authority www.London.gov.uk Tel: 020 7983 4000
- Health Action Zones in London – see *Annex 3, page 66*
- Healthwork UK www.healthwork.co.uk Tel: 020 7692 5550
- King's Fund, Health and Regeneration Programme Tel: 020 7307 2400
- Learndirect www.Learndirect.co.uk Learndirect Helpline: 0800 100 900
- Learning and Skills Councils in London – see *Annex 3, page 55*
- Lifelong Learning www.lifelonglearning.co.uk
- Local Strategic Partnerships – contact Local Authority or via GOL or ALG
- London Black and Minority Ethnic training organisations – see *Annex 3, page 58*
- London Development Agency www.lda.gov.uk Tel: 020 7983 4800
- London Disability training organisations – see *Annex 3, page 59*
- London Health Commission www.londonhealth.gov.uk Tel: 020 7983 4120
- London Health Observatory www.lho.org.uk Tel: 020 7307 2833
- London Refugee training organisations – see *Annex 3, page 58*
- London Skills Forecasting Unit www.skills-unit.com Tel: 020 7904 0823
- London Voluntary Service Council www.lvsc.org.uk Tel: 020 7700 8107
- London Voluntary Sector Training Consortium www.lvstc.org.uk Tel: 020 7249 4441
(lists all voluntary sector training organisations)
- London Women's training organisations – see *Annex 3, page 59*
- Modern Apprenticeships www.lifelonglearning.co.uk see item in Latest News column
or www.dfes.gov.uk/modapp
- Neighbourhood Renewal Fund – see renewal page on www.go-London.gov.uk
Tel: 020 7217 3111
- New Deal for Communities listed in www.go-London.gov.uk/nrandregeneration
Tel: Government Office for London 020 7217 3111
- New Deal for the Unemployed www.newdeal.gov.uk
- NHS London Regional Office www.London.nhs.uk Tel: 020 7725 5300
- NHS Policy in relation to Equalities www.doh.gov.uk/nhsequality
- NHS Positively Diverse www.positivelydiverse.org.uk Tel: 01902 445 446
- NHS Individual Learning Accounts www.doh.gov.uk/nhsila
- NHS University www.doh.gov.uk/nhsuniversity
- Single Regeneration Budget schemes listed in www.lda.gov.uk/regeneration.asp
Tel: 020 7983 4800
- Social Enterprise www.sel.org.uk Tel: 020 7704 7490
- Sure Start www.surestart.gov.uk and www.go-London.gov.uk/educationskill
- Thames Gateway Partnership www.thames-gateway.org.uk Tel: 020 7944 3695
- TOPSS www.topss.org.uk Tel: 020 8502 9623
- UNISON CARECONNECT www.careconnectlearn.co.uk (online March 2002) Tel: 07713 739 723
- University for Industry NHS pilots manager Tel: 01223 884034
- Workers Educational Association www.UNISON.org.uk London Manager Tel: 020 7613 7579

■ Getting on top of the acronyms

ALG	Association of London Government
AoC	Association of Colleges, London
CRE	Commission for Racial Equality
DEA	Disability Employment Adviser
DRC	Disability Rights Commission
EBP	Education Business Partnership
EBLO	Education Business Link Organisation
EOC	Equal Opportunities Commission
ERDF	European Regional Development Fund
ES	Employment Service
ESF	European Social Fund
FE	Further Education
GLA	Greater London Authority
GOL	Government Office for London
HAZ	Health Action Zone
HE	Higher Education
ILA	Individual Learning Account
LDA	London Development Agency
LSC	Learning and Skills Council
LHC	London Health Commission
LSP	Local Strategic Partnership
LVSC	London Voluntary Service Council
LVSTC	London Voluntary Sector Training Consortium
MA	Modern Apprenticeship
NDC	New Deal for Communities
NRF	Neighbourhood Renewal Fund
NTO	National Training Organisation
NVQ	National Vocational Qualification
SHRINE	Strategic Human Resource Information Network
SRB	Single Regeneration Budget
Ufi	University for Industry
WEA	Workers Education Association

Annexes



■ Purpose of annexes

How can the main messages of this guide be summarised in practical terms?

How can organisations and collaboratives find the regeneration partners that are right for them?

The annexes provide at least some of the answers to these questions.

Included are:

- a checklist for chief executives, based on aspects of current good practice in London (**Annex 1**)
- 12 practical tips on developing regeneration initiatives (**Annex 2**)
- crucial information for finding potential partners and funding sources – an annotated list of the organisations that are most likely to be able to help, and how to contact them (**Annex 3**).

■ Factors underpinning success

In broad terms, what has been shown to work in creating effective links between employment and regeneration initiatives? The following points seem to be crucial.

Really sharing responsibility

- Heads of service, recruitment, and training and development plan a regeneration initiative together – and feel equally responsible for its success.
- All the key people involved – inside the organisation and outside it – know exactly what, and how, the initiative will deliver on the key agendas (in particular, service delivery, diversity, quality).
- Managers of partner organisations are signed up to the initiative.
- The voluntary sector is involved.

Recognising different perspectives

Within any partnership, there will be multiple perspectives on key issues. Areas of difference are less likely to become areas for conflict if they are recognised and explored at an early stage. The following aspects often benefit from open discussion among partners:

- the nature of the different organisational objectives involved – how can the partnership be set up so that objectives mesh rather than clash?
- organisations may face challenges which affect their involvement in the partnership – for example, a structural reorganisation
- different partners may have different timetables, reflecting different points of pressure – for example, academic year, health winter pressures, religious holidays, and so on
- differences in organisational culture and language can have far-reaching effects
- partners may make different assumptions as to the shared purpose of the partnership – how can these assumptions be surfaced and explored?



Annex 1

A checklist for chief executives, based on aspects of current good practice in London

Many of the messages coming out of this guide will not be new to you. You are already deeply involved in change initiatives across a range of dimensions. You also live with the consequences of shortages of professional staff – and growing difficulty in attracting and retaining non-professional staff in London’s intensely competitive labour market.

Some of the messages, though, may be less familiar than others – particularly those relating to engagement with different types of regeneration activity.

You may agree that the core challenge lies in pulling together a range of different agendas – in workforce development, for example, recruitment and retention, service delivery, quality and diversity – in a way that makes sense for you, your organisation, your institutional partners, and your stakeholders in the community.

■ Get buy-in to the ideas

- Make sure the Board understands and provides leadership on the key messages – with the full involvement of non-executive directors.
- Plan to cascade the messages through the organisation, with support from key decision makers, including senior clinicians.
- Develop a clear ‘storyline’ about what needs to be done, and the benefits involved – people need to understand how the different agendas link together and can help them in their work.
- Be clear that achieving results in this field is a core part of everyone’s business – and be explicit about how managers and supervisors will be judged on their performance.
- Identify what is already happening to attract and develop local long-term unemployed people – and spread the word about good practice inside the organisation and elsewhere.

Annex 1 A checklist for chief executives, based on aspects of current good practice in London

■ Go for partnership where possible

- Make full use of your membership of the Workforce Development Confederations.
- At every level of activity, look for opportunities to collaborate and network with others – don't do anything by yourself if others can help you do it more effectively.
- Agree clear roles for all those collaborating in initiatives – including Workforce Development Confederations and Higher Education partners.
- Quantify where possible the economies of scale associated with collaboration within Workforce Development Confederations.
- Set up systems for sharing both good practice and material.

■ Keep the information flowing

- Collect into useable form the management information needed to support collaboration within your Workforce Development Confederation and with external partners, including Learning and Skills Councils and Local Strategic Partnerships (see Section 5).
- At an early stage of planning for local capital projects, share information with strategic regeneration agencies, such as the London Development Agency and Government Office for London.
- Make sure that a wide audience has access to information on your initiatives in this field.

■ Involve key people in planning next moves

- Develop an integrated approach to planning career paths for staff without professional qualifications (covering recruitment, training, and sponsorship) – a key aim being to improve retention rates for these staff.
- Prepare an investment plan for counteracting professional staff turnover by a systematic approach to recruiting and training up staff from local communities.
- Encourage medical and clinical directors and service heads to work with the human resources function, recruitment function and training and development to:
 - carry out joint planning in relation to the career skills escalator (see Section 4)
 - identify annual 'trainee' posts, develop pre- and post-employment training routes and build supervisory capacity
 - develop recruitment links through external partners
 - explore possible uses of external funding
 - develop a strategy for recruiting ethnic minority graduates to train for management roles



Annex 1 A checklist for chief executives, based on aspects of current good practice in London

- develop a strategy for benefiting from the pool of refugees, asylum seekers, and other London residents who hold unrecognised overseas qualifications.

- Involve unqualified staff in discussing and planning new developments – they will have much of value to contribute.
- Encourage service areas with little experience in this field to run a small pilot project (for examples, see the second volume of the guide).

■ Develop a ‘promotional package’ for careers in health and social care

- Avoid working in isolation – work with and through your Workforce and Development Confederation.
- Invite the participation of local community and voluntary sector training organisations and Further Education colleges in:
 - planning employment initiatives and the promotion of health care
 - providing feedback on your organisation’s efforts to promote career opportunities, provide access to vacancy information, and deliver customer care in recruitment.
- Work with Higher Education partners to improve the flow of recruits from Further Education and voluntary sector training providers.
- Develop a coordinated PR and promotional strategy for your organisation as a good employer – and make sure that the Employment Service receives all relevant material.
- Make sure that your PR strategy includes:
 - a workplacement programme developed in association with local schools and colleges
 - provision for staff to become involved in Education Business Partnership activities in local schools.

■ Check how you’re doing – and celebrate successes

- Develop means of linking evaluation and review of the different agendas involved (eg, diversity, quality, health and well-being, service delivery, recruitment and retention).
- Be explicit about the benefits of collaboration – use cost-benefit analysis where appropriate.

Annex 2

Practical tips on developing regeneration initiatives

1. Carry out a reality check – talk to people who have done it before

Talk to someone who has good experience of this kind of partnership working:

- contact some of the people involved in the good practice examples described in the second volume of this guide
- talk to your Workforce Development Confederation staff and member organisations.

2. Get buy-in within your own organisation

To ensure full collaboration, at an early stage make sure that everyone in your organisation knows what you are planning – and how they will benefit from involvement.

3. Do the groundwork – on your own and with partners

From the outset, concentrate on developing:

- firm partnerships, including with the voluntary sector
- clarity about the activities of the partnership, the target groups involved and the expected outcomes of the initiative
- commitment by partners to specific roles and contributions.

All funders will require evidence of a substantial amount of groundwork of this kind. However, try not to let thoughts of external funding dominate your thinking. Once you have developed a working partnership, you may be able to run a smaller-scale project without funding from an external source.



Annex 2 Practical tips on developing regeneration initiatives

■ 4. Plan a pilot project to bring people into training

Identify some assistant/support vacancies which could be linked to career development and advertised as training posts. They could be advertised as starting together or as phased over a given period – for example, six months.

How many posts would you need to start each year to ensure a regular annual production of qualified professionals from local communities? Could you develop a pilot to run in the next twelve months, even with a handful of posts?

■ 5. Persuade leaders from across the organisation to work together

- Encourage training and development, recruitment and service team staff to work together to develop post-employment training provision which will fit into a progression route towards qualified status.
- Think about ways to involve service staff, including experienced assistants, as mentors, placement supervisors, NVQ assessors, trainers.

■ 6. Link vacancies with opportunities for local unemployed people

- Agree with key players inside and outside the organisation how to link the vacancies identified in the pilot project (see tip 4) with potential opportunities for local people who are long-term unemployed.
- Define the minimum entry requirements (not too high, so they do not act as a barrier).
- Think about the kind of external support you will need – pre-employment training? job brokerage? support for developing the infrastructure?

■ 7. Check out possible links with new partners

Talk with some of the organisations described in Section 5 – are there opportunities for further developing links?

Annex 2 Practical tips on developing regeneration initiatives

8. Don't forget voluntary sector training organisations

Don't forget to include local voluntary sector training organisations, including the black and minority ethnic, refugee and disability ones, in your planning process. These organisations can offer valuable support in attracting people from the communities concerned; and they have considerable expertise in training and motivating marginalised groups.

Bear in mind that most regeneration funding requires the active involvement of the local voluntary sector in preparing bids for funds. Furthermore, these organisations can tell you a lot about the problems local people experience in trying to get work in your organisation – and this information will be helpful in planning the initiative.

9. With partners, plan for a 'seamless transition' for individuals

With your partners, plan for a 'seamless transition' for individuals coming through the different parts of the programme. The stages might be:

- outreach and advice and guidance
- pre-employment training
- transition to employment (get commitment from services/ organisations against agreed criteria)
- progression to NVQs or other in-house training once employed
- sponsorship to pre-qualifying courses.

Don't forget to include: co-ordination, staff taking on training roles, development of supervisors/assessors, mentors.

10. Find an appropriate funding source

Prepare the following information, which will help your partnership to find appropriate sources of funding.

- Calculate the financial value of what each partner can provide, in cash or in kind (don't forget to cost staff time, and also get partner commitment in writing). This can be used to 'lever in' additional funding, possibly from more than one source.
- List all possible outputs from the project, with estimated numbers – unemployed into training or jobs, unemployed or employees gaining qualifications, assessors trained, and so on (get partner agreement that numbers are realistic).
- Be prepared to explain how you will recruit the local unemployed (the funding source may be area specific).
- Agree what additional funding is needed, and for what.

Once you have gone through these steps, you will be ready for informal discussions with funders. Talk to your Workforce Development Confederation first, then see Annex 3.



Annex 2 Practical tips on developing regeneration initiatives

11. Plan to prepare a successful application

There is a great deal of regeneration funding available in London – but there is a lot of competition for it. The partnership must be clear how it will meet one – and preferably more than one – of the funding criteria, and fit in with the objectives of the funding organisations. Get up-to-date advice from recent successful bidders, from the funding source, and from other local regeneration funding advisers – for example, the Local Authority or the relevant Learning and Skills Council.

You will need to make sure that you offer what they want. Read the small print in the guidance, and check and double check the following:

- you have described exactly how your initiative fits funding objectives and selection criteria (hit as many of them as you can)
- outputs and potential trainees are eligible (watch out for residence criteria)
- evidence of voluntary sector involvement and other required partnership is demonstrated
- you have demonstrated the need for the project, and for the additional funding
- the partnership is sure that the outputs can be achieved within the timescale
- you have identified the sources of any ‘matched’ funding – see Annex 3 for more information on this
- you have included any additional evidence they need – for example, recent audited accounts.

12. Get advice as needed

Don’t apply the night before! The process of completing applications for regeneration funding tends to throw up a host of questions, and you will probably need to get more advice as you proceed with the application. Remember to get partnership approval of the final application – including written agreement to accompany the application if this is required.

13. Don’t give up!

Yes, number 13! If you are unsuccessful, don’t give up. In the process of preparing the application you have developed a working partnership. As indicated earlier, you may be able to run a smaller scale project without external funding. Ask for constructive feedback from the funding source.

There are many sources of funding and new ones are always coming onstream. Get some more advice about possibilities. Revisit Section 5 and Annex 3.

Annex 3 Sources of funding and potential partners

CONTENTS	Page
• Introduction	52
• What do you need a partnership for?	52
• Where to get support for developing your ideas	53
• Some notes on funding issues	53
• A note on 'leverage'	53
• A note on Positive Action Programmes	54
Part one: Funding sources and potential partners which are available to any part of London	54
Part two: Multi-annual funding programmes which are only available in specific geographical areas	64
Part three: Sources of partnership for work with schools, school leavers and young people	67
Part four: European funding	68
• Alphabetical index	70

• Introduction

Funding is always changing, and new funding sources coming onstream. For an overview of sources in your local area, and potential partners, including in the local voluntary sector, it is worth talking to the relevant officer in your Local Authority who knows about the range of funding sources. The most appropriate person might be the **Economic Development Officer, Regeneration Officer** or **Local Strategic Partnership officer**; or you may want to talk to the **Workforce Development Manager** at your **Learning and Skills Council**.

This annex contains a selection of key sources of funding relevant to employment initiatives and staff development in health and social care, plus some organisations which may not fund directly, but can offer complementary activities or expertise, through partnership. As such, it supplements the overview of partnership possibilities provided in Section 5 of the guide. Telephone numbers for all organisations are included, and also addresses of websites, which usually give full descriptions of the organisation or initiative and its activities.

Small businesses such as care homes, some GP practices, and other health and social care independent businesses may find additional appropriate support for human resources and workforce development through the 'support for small businesses' section.

You can quickly find the information you need about specific organisations by using the index at the end of the annex.

For a more wide-ranging list of regeneration funding opportunities available for all kinds of initiatives in London, see *The Regeneration Maze Revisited* (King's Fund 2001) available from King's Fund Bookshop, cost £3. Tel: 020 7307 2591.

• What do you need a partnership for?

Before thinking about funding, be clear about what your department/organisation/Workforce Development Confederation can do and where it needs additional help. You might be able to link vacancies and internal staff development opportunities, to any of the following:

- pre-employment training (how many trainee posts could be available at a given point, or over the year, up to what level of skill, what will be offered once they are employed?)
- jobs brokerage to fill vacancies – how many, key competencies for entry
- staff development support – development of assessors/supervisors; Modern Apprenticeships; management training, etc
- support for small business development e.g. GP practices, care homes, etc
- childcare or disability support to enable the unemployed to participate in your training scheme
- basic skills support for employees.

See Annex 2, *Practical tips on developing regeneration activities*.



• Where to get support for developing your ideas

Try:

- the contacts for the good practice examples in the second volume of this guide
- your NHS Workforce Development Confederation
- the Workforce Development or Partnerships Manager in your Learning and Skills Council
- the Economic Development or Regeneration or Local Strategic Partnership Officers in your local Council.

• Some notes on funding issues

- You may be able to put together an initiative without additional funding, simply by finding partners who can align their own activities to be part of the programme you propose. Some examples of this are included in the second volume of this guide. If you need additional funding, you may be able to find all or part of it within the health and social care sector, i.e. through Workforce Development Confederation or sources linked to health such as Health Action Zones.
- Remember that regeneration funding is not focused on solving employers' problems. Regeneration funders are only interested in projects that will help to tackle deprivation through practical outcomes. So the trick is to work in partnership with other local organisations to plan an initiative which brings benefits to areas of deprivation, while at the same time benefiting health and social care employers. Links with the local voluntary sector may be crucially important to developing a good project and accessing funding.
- Applications for funding do not have to be large scale. One way to access funding is to engage with existing local regeneration schemes e.g. Single Regeneration Budget partnerships, EQUAL, New Deal for Communities, and so on, which may be interested in initiatives which will help them deliver their objectives, e.g. getting local unemployed into work.
- Look carefully at funding requirements. These could be:
 - achievement of specific outcomes within a defined timespan e.g. unemployed into jobs, ethnic minorities into jobs, businesses supported, qualifications achieved (usually NVQs) etc, people receiving advice and guidance
 - active involvement of the local voluntary/community sector
 - geographical restrictions, i.e. only for unemployed residents or businesses within a specific geographical area.

See *Annex 2, Practical tips on developing regeneration activities.*

• A note on 'leverage'

Regeneration funds talk about 'match-funding'. Other organisations call it 'leverage'. Both mean that the new funding has to be linked to funding coming from another source, usually on a 50:50 basis. This does not necessarily mean that you need to put up new cash. It can be achieved in one of three ways:

- by aligning relevant activities which are already funded by one (or more) of the partners (e.g. through Individual Learning Accounts or costs of existing training activities) so that they become part of the project. For example, training which will be offered once a person is employed, can sometimes be included in a package of pre-and post employment training, in order to 'lever in' the funding for the pre-employment training to enable local unemployed people to fill vacancies. The costs could include trainer time, staff release costs, on-the-job supervisor time, and any activities contributed by external partners, e.g. childcare, advice and guidance, community outreach, manager time etc.
- by applying to different funding sources, within NHS/Social Services or externally, for complementary parts of the project
- the agreed Co-Financing Organisations in London (Learning and Skills Councils, Association of London Government, Business Link) can allocate the match along with the European funding, to certain categories of applicant.

• A note on Positive Action Programmes and equalities

You may want to consider targeting your initiative at ethnic minorities, women, or people with disabilities or another group. Positive action training is allowable on gender and race grounds when there is evidence that there has been persistent under-representation for more than a year.

You can also advertise for someone from a particular race background, or gender, where this background is required for the job. (See the Genuine Occupational Qualifications sections in the websites opposite for more information.)

Information can be obtained from:

The Commission for Racial Equality www.cre.gov.uk has downloadable factsheets and a catalogue of its publications. *Positive Action and Equal Opportunities in Employment* costs £5. The guide *Racial Equality Means Business* is useful for employers, and covers a range of good practice issues. In December 2001 the CRE started consultation on the *Statutory Code of Practice on the Duty to Promote Race Equality*, for the public sector implementation of the Race Relations (Amendment) Act 2000. Consultation on the draft Code ends at the end of February 2002; and the Code will come into effect on 31 May 2002. Tel: CRE 020 7828 7022, CRE Publications at Central Books Tel: 020 8986 5488.

The Equal Opportunities Commission www.eoc.org.uk has a range of information and downloadable factsheets on gender equality. Tel: 0161 833 9244.

The Disability Rights Commission www.drc-gb.org.uk Tel: 08457 622 633.

NHS Positively Diverse www.positivelydiverse.org.uk provides a framework for a corporate response to the whole range of equal opportunities issues, and includes information on positive action programmes. NHS Positively Diverse national network manager Tel: 01902 445 446.

A useful website

The website www.doh.gov.uk/nhsequality contains downloadable links to all the NHS workforce development and other policy documents, frameworks and targets relating to the implementation of equality and diversity, including *The Vital Connection*.

Part one: Funding sources and potential partners which are available to any part of London

DESCRIPTION

• London Development Agency (LDA)

Central strategic body. One of 8 statutory Regional Development Agencies, and a functional body of the Greater London Authority. Statutory purposes:

- to further the economic development and regeneration of London
- to promote business efficiency, investment, and competitiveness in London
- to promote employment in London
- to enhance the development and application of skills relevant to employment in London
- to contribute to the achievement of sustainable development.

With Government Office for London and the Learning and Skills Councils, it has produced the London Regional Economic Development Strategy, which focuses on:

- economic growth
- knowledge and learning
- diversity, inclusion and renewal
- sustainable development.

From April 2002 the LDA will have a 'single pot' fund for innovative developments in London which cannot be met through existing funding sources, in the areas of skills, business, land and property development.

INFORMATION SOURCES

London Development Agency, Skills and Employment Section
Tel: 020 7983 4800 www.lda.gov.uk

See also Greater London Authority Tel: 020 7983 4000
www.london.gov.uk

The London Development Agency, together with GOL, the LSCs, Business Link for London and the Employment Service, funds the **London Skills Forecasting Unit**. Tel: 020 7904 0823
www.skills-unit.com

Its work programme includes:

- economic forecasts and occupational levels in different sectors
- a programme of shared skills research for London, including research on environmental factors such as factors affecting access to learning opportunities.

It publishes annual information about the labour market, including specific issues such as ethnic minority employment levels, issues relating to specific employment sectors in the capital, an annual employers survey, and other useful background information.

There may be areas where London NHS Workforce Development R&D and LSFU might have a shared agenda.



DESCRIPTION

• Government Office for London (GOL)

GOL acts as a bridge between central government and the London community, to deliver policies on behalf of a range of government departments. It works closely with the London Development Agency and the Learning and Skills Councils on development and implementation of the London Regional Economic Development Strategy and on neighbourhood renewal, and liaises with the 33 London Local Authorities and different government departments over local authority responsibilities e.g. housing, capital strategies, asset management, best value, and neighbourhood renewal.

In terms of funding, it manages the channelling and use of some central government and European funds. Sometimes these are accessed locally, e.g. the Neighbourhood Renewal Fund through Local Strategic Partnerships, sometimes these are accessed via a GOL call for partnership bids. This is how the Single Regeneration Budget and New Deal for Communities funding was allocated, and some European funding is allocated in this way. Keep an eye on the GOL website for this kind of opportunity.

• Local Strategic Partnerships (LSPs)

33 Local Strategic Partnerships, one in each London borough, established from the work of the government Social Exclusion Unit. Public, private and voluntary sectors are required to jointly tackle deprivation by improving services and bringing jobs to the unemployed. Focus on user involvement and user demand, and diversity and equality of opportunity in service delivery and access to employment. See also Section 5.

20 London boroughs have been identified by the Social Exclusion Unit among the 88 most deprived nationally. LSPs in these boroughs have access to additional funds to tackle deprivation. (See *Neighbourhood Renewal Fund* on page 64.) The other 13 Local Strategic Partnerships are expected to pool resources and align activities to achieve the required results.

• Learning and Skills Councils (LSCs)

Focus on post 16 education and training. One national body with 47 local arms, 5 in London.

Aims

- Extend participation in education, learning and training.
- Increase engagement of employers in workforce development.
- Raise achievement of young people.
- Raise achievement of adults.
- Raise quality of education and training and user satisfaction.

From April 2001 funds

- Most post 16 education (except Higher Education and initiatives covered by the Employment Service).
- Workforce development support including Modern Apprenticeships, Investors in People.
- Small Business Support (of relevance to GPs, care homes, health and care suppliers etc) – see separate section.
- The new Connexions 13-19 advice and guidance service – see section later.
- Substantial Local Initiative Fund, and Workforce Development Fund, with an annual or bi-annual bidding process, for initiatives to complement mainstream activities.

INFORMATION SOURCES

www.go-London.gov.uk Tel: 020 7217 3111

It has teams for:

- Neighbourhood Renewal
- Education and skills
- European funding and issues
- Local and regional government
- Sustainable development
- Crime reduction
- A regional public health team is being developed across the NHS London Regional Office and GOL with a close working relationship and health input being made into the Greater London Authority.

Learning and Skills Councils and Local Authority Economic Development officers will be aware of major funding calls for bids coming from GOL.

For an overview see

www.local-regions.dtlr.gov.uk/lsp/guidance/index.htm

Contact the Local Strategic Partnership Officer at the Town Hall. Government Office for London has a Renewal Unit which relates to the LSPs and manages the allocation of the Neighbourhood Renewal Fund. See 'neighbourhood renewal' section on www.go-London.gov.uk Tel: 020 7217 3111 The Association of London Government has a Local Strategic Partnerships Officers network www.alg.gov.uk Tel: 020 7934 9999

Health is represented on LSPs by Health Authorities and/or Primary Care Trusts, and links are being developed into Workforce Development Confederations to plan career skills escalators for the local unemployed.

The Workforce Development Confederations have established links with the LSCs at Chief Executive level.

For an overview of Learning and Skills Council activity see www.lsc.gov.uk. The initial contact in the local LSC should be the Workforce Development Manager. There may be someone with a specific brief to work with the health and care sector. Small independent businesses may also want to talk to the small business team.

London Learning and Skills Councils

- London Central LSC (Camden, Islington, Kensington & Chelsea, Lambeth, Southwark, Wandsworth, Westminster)
Tel: 0845 019 4144/0207 904 0708 www.lsc.gov.uk/londoncentral
- London North LSC (Barnet, Enfield, Haringey, Waltham Forest)
Tel: 0845 019 4158/020 8929 1701 www.lsc.gov.uk/londonnorth
- London West LSC (Brent, Ealing, Hammersmith and Fulham, Harrow, Hillingdon, Hounslow) Tel: 0845 019 4164/020 8929 8401 www.lsc.gov.uk/londonwest
- London East LSC (Barking and Dagenham, Bexley, City of London, Greenwich, Hackney, Havering, Lewisham, Newham, Redbridge, Tower Hamlets) Tel: 020 8929 3801 www.lsc.gov.uk/londoneast

Part one: Funding sources and potential partners which are available to any part of London

*continued***DESCRIPTION**

- **Learning and Skills Councils (LSCs) *continued***

LSCs work closely with the Government Office for London and the London Development Agency, and at local level have well-developed links with local authorities and other local partners, and should be able to offer advice on potential partners and funding sources on their 'patch'.

Research teams usually have detailed information on the local area, labour market and workforce issues etc.

European teams can usually give advice on access to European funds. They will allocate European funding on a co-financing basis from April 2002. (see *European section later.*)

INFORMATION SOURCES**London Learning and Skills Councils *continued***

- London South LSC (Bromley, Croydon, Kingston, Merton, Richmond, Sutton) Tel: 0845 019 4172/020 8929 4777
www.lsc.gov.uk/londonsouth

Modern Apprenticeships

In Nov 2001 the government announced targets for a quarter of young people aged under 22 to be in Modern Apprenticeships by 2004, and all 16-17 year olds to have an entitlement.

LSC Workforce Development Advisers can help with information about frameworks and funding for Modern Apprenticeships.

See 'Modern Apprenticeships' in the 'News' section of www.lifelonglearning.co.uk and 'employers' section on Modern Apprenticeships in www.dfes.gov.uk/modapp

Details of Modern Apprenticeship frameworks for specific vocational areas should be available from the National Training Organisations.

- Training Organisation for Public and Social Services (TOPSS) has a London region working group on NVQ, Modern Apprenticeships and associated issues. London Regional Officer Maria Lagos Tel: 020 8502 9623 www.topss.org.uk
Email: maria.lagos@topssengland.org.uk
- Healthwork UK is involved in the TOPSS regional working group. Tel: 020 7692 5550 www.healthwork.co.uk

Useful website

The Access to Learning for Adults Division at the DfES is responsible for Lifelong Learning. There are 'Lifelong Learning' partnerships in each LSC area, and the website www.lifelonglearning.co.uk has a wealth of information. Hit the 'Learning themes' button to find information such as Basic Skills, Young People, Financing Learning, Promoting Learning etc.

Examples:

*West London LSC contributed £4,000 to Hillingdon Hospital NHS Trust Extended Nursing Course which opened up their NVQ Care programme to the unemployed. Helen Bodlak
Tel: 01895 279681.*

West London LSC funded a large group of GP practices through the Investors in People Award, in a structured programme to support non-clinical staff development linked to meeting new NHS policy requirements.

The Association of Colleges London successfully bid to Central London LSC LIF for £300,000 to develop on-line tutors to work with health and care employees and the unemployed.

The LSCs fund many independent and voluntary sector training providers who offer NVQs and Modern Apprenticeships in Care.



DESCRIPTION

• Further Education Colleges (FE colleges)

53 FE colleges in London. Funding now comes through the Learning and Skills Councils. 150,000 students, of which 60,000 on the health and care programme and 16,000 doing A level Science. Many aged 16-19, and a large number of older unemployed students.

A source of potential recruits for employment, so the range of health and social care employment and career opportunities need promoting in FE.

As well as mainstream courses on college premises (NVQs, GCSEs, A levels, Access courses and others), FE also provides:

- courses on community premises, many run by community training organisations, from basic levels to NVQ 2
- courses commissioned by employers for their employees (or for the unemployed). Employers may have to pay part of the costs.

The Association of Colleges, London regional office provides a central contact point for London's FE colleges, and has a range of working groups.

INFORMATION SOURCES

Contact: The FE college Principal or the manager who deals with employer relations, or partnership activities.

See map of London Further Education Colleges and information about Further Education issues in London on www.Londoncolleges.com Tel: The Association of Colleges, London office 020 7840 5324 Email: TGMAOCLR@lsagency.org.uk

You can also get information about Further Education Colleges from your local Learning and Skills Council, which now funds Further Education.

Example: The College of North East London, in partnership with North Middlesex NHS Trust, is running a foundation programme to prepare a group of unemployed from local communities to start work as healthcare assistants in January 2002.

• Association of London Government (ALG)

The Association of London Government is committed to fighting for more resources for the capital and getting the best possible deal for London's 33 councils. Part think-tank and part lobbying organisation, the ALG also runs a range of services designed to make life better for Londoners, particularly in relation to the local authority responsibilities such as care and childcare, community and development, transport and environment, housing and funding. The ALG administers the London Boroughs Grants Scheme, which funds the voluntary sector, and is also one of the three new Co-Financing Organisations for European Funding (see European section).

The ALG provides opportunities for pan-London dialogue with Local Authorities at elected member level (panels of LA councillors) and at officer level. The Local Authorities regeneration network meets every two months, and there is also a network of Local Strategic Partnerships officers.

www.alg.gov.uk

Mark Brangwyn Head of Health and Social Care, Social Policy and Grants Tel: 020 7934 9999

Email: mark.brangwyn@alg.gov.uk

• London Voluntary Sector

Over 130 voluntary sector training organisations and job brokers operating in London. These are highly professional community-based training organisations offering (collectively) everything from basic English language and literacy through to a range of NVQs. Their strength is their community base and expertise in working with the unemployed from marginalised communities. There are a number of black and minority ethnic voluntary sector training organisations, refugee training organisations, and organisations focused on disability issues and training for women (see below).

They do not have funds to offer, but can contribute their funded activities, and also have expertise in accessing funding through partnerships. Their funding comes from government, private, charitable and European sources. £7.5bn of non-government funds went into the voluntary sector in 1998. 50% of UK European funding goes into the voluntary sector, a substantial part of this in London.

Your Local Authority Economic Development or Regeneration Officer should have an overview of the local voluntary sector active in training and community development, and can put you in contact with the Consortium or Co-ordinating body for the local voluntary sector training providers (most boroughs have one).

Local partnerships e.g. Health Action Zones or SRB schemes, will probably have good links with voluntary sector job brokerage and training organisations.

The London Voluntary Sector Training Consortium (LVSTC) website www.lvstc.org.uk lists over 130 London voluntary sector training organisations, with details of what they offer, organised in two ways – by vocational training area, or by Learning and Skills Council area. To find the list, hit 'training directory' button. LVSTC Tel: 020 7249 4441.

The London Voluntary Service Council has a Regeneration Officer and London Voluntary Sector Regeneration Network Tel: Grizel Tarifa 020 7700 8107 Email: lrn@lvsc.org.uk www.lvsc.org.uk

Part one: Funding sources and potential partners which are available to any part of London

continued

DESCRIPTION

- **London Voluntary Sector** *continued*

Partnership with the local voluntary sector is a requirement for most regeneration funding.

There are two 'umbrella' organisations in London:

- the London Voluntary Service Council (LVSC) provides services for a range of London organisations, and has a Regeneration Unit and a European Unit
- the London Voluntary Sector Training Consortium (LVSTC) supports voluntary sector training and job broker organisations, some of which have contracts with the Employment Service for work with the long term unemployed.

INFORMATION SOURCES

Example: Guy's and St Thomas' NHS Trust has used two voluntary sector jobs brokering agencies to fill a large number of vacancies in their catering section for patients. 50% of the jobs were successfully filled through the voluntary sector job brokers, PECAN Resourcing and SABRE, both of which support the long term unemployed. Both include special provision for people with disadvantages and disabilities.

PECAN Resourcing Tel: 020 7358 2058 www.pecan.org.uk SABRE Tel: Lynda Nash 020 8690 4344 www.sabre-employment.com

- **Black and Minority Ethnic training organisations in London**

Experienced in working with employers on positive action programmes, and a range of training initiatives. They are part of the London voluntary sector networks (see above) but also linked through the Black and Minority Ethnic voluntary sector networks.

- Council for Ethnic Minority Voluntary organisations (CEMVO).
- Black Training and Enterprise Group (BTEG) a part of the National Council for Voluntary Organisations (NCVO).

See also note on positive action programmes at the beginning of the table.

Black and Minority Ethnic training organisations in London

- BTEG (Black Training and Enterprise Group)
Tel: 020 7520 2433 www.ncvo-vol.org.uk/bteg.html
- CEMVO (Council for Ethnic Minority Voluntary Organisations)
Tel: 020 8432 0302 www.emf-cemvo.co.uk
- PATH National Tel: 020 7281 8001 www.pathuk.co.uk
- Project Fullemploy Tel: 020 7377 9536
www.projectfullemploy.com
- Windsor Fellowship Tel: 020 7613 0373
www.windsorfellowship.org

Example: University College Hospital NHS Trust, has worked in partnership with a local training provider to set up training for the local population (largely Bengali) to enable them to access healthcare assistant and other NHS jobs with in-house training routes, and successfully applied to the West Euston SRB for £121,000 to do this. Tel: Brenda Read 020 7387 9300 x 3751 Email: brenda.read@uclh.org

- **Refugee training organisations in London**

Experienced in advice and guidance and English and vocational training for refugees and asylum seekers, both new arrivals and those who have been here for some time. Offers support across a range of skills, from those with no accredited skills and sometimes with little formal education, through to those who have qualifications and years of experience at professional level. An individual's level of English cannot be used to assess their level of competence; an individual with little English could be illiterate with little formal education, or a highly skilled professional with years of experience.

Equally, there are many with health and medical qualifications from overseas and with good levels of English, who cannot find the supervised practice opportunities to enable their qualifications to be recognised in Britain, and to enable them to help with the health and social care skills crisis.

South West London NHS Workforce Development Confederation has the remit to develop a database of overseas qualified nurses, allied health professionals and doctors who are resident in London and are seeking supervised placements or adaptation opportunities. In Nov 2001 there were 700. Tel: Sylvia Onyekwelu on 020 8682 6483.

- RETAS (Refugee Education and Training Advisory Service), Director Andy Greig. Part of the World University Service. Tel: 020 7426 5800. See RETAS section on www.wusuk.org
- Training and Employment Section of the Refugee Council
Tel: 020 7346 6760 www.refugeecouncil.org.uk
- SRB Refugees into Jobs, which covers Wembley Brent and Harrow, runs advice and guidance and training for refugees and includes a section specialising in getting doctors, dentists, nurses, and other health professionals into clinical placements which will enable their qualifications to become recognised in Britain. Tel: 020 8908 4433.
- EMPLOYABILITY is a national forum, which links refugee organisations working on training and employment issues.
Tel: 020 7401 5449 www.employabilityforum.co.uk
- See also 'Guidance for the Provision of Supervised Practice for Nurses and Adaptation for Midwives in London', September 2001, NHS London Regional Office. Further copies from Tel: 020 7725 5459 or from www.london.nhs.uk/newsmedia/publications2001.htm

Example: PRAXIS, a refugee organisation in Bethnal Green, Tel: Vaughan Jones 020 7729 7985, is funded by East London Health Action Zone to work in collaboration with local Trusts. It provides foundation courses for refugees with overseas nursing qualifications, with progression to supervised practice placements in Trusts in East London (e.g. Tower Hamlets PCT) and other parts of London.



DESCRIPTION

• Training and employing people with disabilities in London

The Employment Service Disability Employment team has a Disability Employment Adviser in every jobcentre, who can advise individuals and employers on available support services, equipment and adaptation, and on how to achieve the Employment Service double tick symbol (which shows that employers guarantee certain standards in relation to the employment of people with disabilities). They also have a caseload of people with disabilities looking for work, some through the Employment Service New Deal for Disabled People.

Most London vocational training organisations include people with disabilities among their trainees. There are also a large number of specialist organisations, offering vocational training or job preparation to people with disabilities. The Disability Employment Advisers in the local jobcentres (see Employment Service) will know the local disability training organisations which might be interested in partnership with health and social care employers.

Computer software facilities have opened the door to employment for many people with sensory disabilities, and practical adaptations such as one handed keyboards can help those with physical disabilities. The Disability Employment Adviser can advise on appropriate aids and support, both to enable an individual to be employed, and to enable an employer to keep an individual in employment after becoming disabled.

See also note on positive action programmes at the beginning of the table.

• Training for women

There are some voluntary sector training organisations, and consultant trainers, which offer training for women only groups. The courses may be oriented towards:

- women from particular communities e.g. some Muslim women
- industries where women are under-represented e.g. the construction industry and manual trades, some on IT.
- training women for management.

These could be useful for recruitment links, especially in less obvious areas of skills shortage e.g. maintenance staff.

• Childcare

Across the board, a major issue in training unemployed women (and for some unemployed men) is available and affordable childcare, both for the under fives, and after school and holiday care schemes. Pre-employment training projects will need to build these costs in, and to explore partnerships to provide this care, as there is a serious shortage of nursery, childcare and afterschool provision in the capital.

Childcare is also an issue for the transition into employment: finding partners who can offer benefits advice particularly on in-work benefits, and links with employer childcare support, will be important in ensuring take up of employment opportunities and a smooth transition.

INFORMATION SOURCES

To contact your local Disability Employment Adviser either telephone the Employment Service London and South East Region Disability helpline for individuals and employers: 0800 328 4933, or contact the Disability Employment Adviser in your local Jobcentre (see Employment Service entry).

Disability Training Organisations in London

- The Disability Employment Adviser at the jobcentre will know a range of local organisations. Here's one which has been used successfully by two NHS Trusts: SABRE Tel: Lynda Nash 020 8690 4344 email: enquiries@sabre-employment.co.uk www.sabre-employment.com – works with the Employment Service and with employers to help people with disabilities to find work, and increasingly now works with the whole range of the unemployed.
- The Disability Rights Commission. www.drc-gb.org.uk Tel: 08457 622 633.
- Information for employers: See www.employmentservice.gov.uk the section on 'employers' has information on employment of people with disabilities, including information on the New Deal for People with Disabilities.
- The Employers Forum on Disability Tel: 020 7403 3020, a membership organisation, offers some useful factsheets on its 'guests' page on www.employers-forum.co.uk
- For a list of disability awareness trainers, see www.disability.gov.uk/dda
- See also NHS Disability , and Looking beyond Labels pages on www.doh.gov.uk/nhsequality

Example: New Deal for People with Disabilities: South London and the Maudsley Mental Health NHS Trust are running a joint project with ES, through the Community Mental Health teams, to support mental health users back into work.

Email: tony.coggins@slam-tr.nhs.uk

The LVSTC website www.lvstc.org.uk, under the 'Training directory', 'skills area listing' has a section on manual skills which includes some women's training organisations. Other skills areas also show which organisation targets women trainees.

Childcare

Local Authority Childcare officers: Most local authorities have one or more officers responsible for development of childcare provision, sometimes called under 5's or under 8's officers. They usually know all the childcare organisations and funding sources, and may be able to advise on possible local partners. There are also Early Years and Childcare Partnerships in many boroughs.

The Association of London Government also has an overview of childcare developments in London Tel: 020 7934 9999.

Part one: Funding sources and potential partners which are available to any part of London

continued

DESCRIPTION

- **Childcare continued**

There is a range of initiatives aimed at developing childcare opportunities, both for the general public and for employees, including NHS employees. These may be able to be linked in to provide important support for training initiatives. Contact your Local Authority Childcare officer for details, or the Association of London Government – see below.

A regeneration initiative which may be useful in partnership, or have useful local contacts, is **Sure Start** – see under area specific initiatives, below.

See also note on positive action programmes at the beginning of the table.

INFORMATION SOURCES

- **Social Enterprise**

Social Enterprise London is a voluntary organisation supporting the development of Social and Community run enterprise in London. These enterprises are set up by community organisations or groups of individuals to bring jobs to local people, and often to fill gaps in local service delivery. Some now have contracts with Social Services and others to supply homecare support and other services. Particularly important for appropriate homecare in a multicultural area, for example. There may be a role for health and social care organisations in supporting and fostering this kind of local community development, by sourcing services through them, and working collaboratively to develop new provision.

Social Enterprise London www.sel.org.uk Tel: 020 7704 7490.

- **Employment Service (ES), including New Deal Welfare to Work, Employment Zones and Action Teams for Jobs**

The Employment Service works with employers to facilitate recruitment, often saving a lot of advertising costs and recruitment staff time.

ES are in contact with all unemployed through Jobcentre Employment officers and New Deal schemes for long-term unemployed include 18-24 year olds, the Disabled, Lone Parents, Long term unemployed aged 25+, aged 50+, Partners of the Unemployed.

It has supported some Trusts in achievement of NHS New Deal targets, and through New Deal can sometimes offer pre-employment training and other kinds of support for recruitment. See the new Employment Service *Promising Practice Guide to New Deal Recruitment in the NHS in London*, available from Yianna Pagoni at L.A.S.E.R.

The Employment Service also have a variety of other schemes e.g. **5 Employment Zones** in London, which focus on the over 25's who have been unemployed for more than a year. Operating in partnership with the private sector, these Zones run until 2003.

The *Action Teams for Jobs* initiative aims to tackle long term unemployment and promote equality of opportunity in the most disadvantaged areas. From £500,000 to £1.5m per team for 2000-2001.

Employment Service www.employmentservice.gov.uk. The 'employers' page has information on recruitment support, and the 'Find Jobcentre' button is a search facility to find your local jobcentres.

New Deal for the Unemployed see www.newdeal.gov.uk

For first enquiries, contact Yianna Pagoni, Regional Account Manager, London and South East Region (LASER) Employment Service, who can direct you to the appropriate contact in your local Jobcentre. Tel: 020 7211 4416
Email: yianna.pagoni@employment.gov.uk

Action Teams for Jobs

Contact L.A.S.E.R Employment Service Tel: 020 7211 4416 for details of London Action Teams for Jobs which are about to start.

Example: New Deal: *South West London Community NHS Trust has developed manager/ES links and has recruited successfully, sometimes into hard to fill jobs, from ES New Deal Tel: Angel Abharayatna 0208 770 8024.*

Example: Action teams for Jobs: *East London and the City Health Authority, and local NHS Trusts are part of the partnership led by the London Borough of Tower Hamlets which has successfully bid for a large amount of funding to set up an Action Team for Jobs, which will link local unemployed with health service vacancies. Contact Simon Dear Tel: 020 7655 6600.*



DESCRIPTION

• Small Business Support

Some parts of the health and care sector are independent businesses e.g. some GP practices, care homes, homecare and other suppliers. As such, they can access a range of government financed support for small businesses, including human resources and workforce development, financial advice, developing business planning, cash flow planning, relocation advice and support etc.

Example: West London Learning and Skills Council funded a large group of GP practices through the Investors in People Award in a structured programme to support non-clinical staff development linked to meeting new NHS policy requirements.

• Other government funds

Government departments sometimes launch calls for bids for sources of funding which may be relevant to workforce and development in London. For example this year the Home Office held a bidding round for funding for refugees, and the Dept of Trade and Industry.

• University for Industry (Ufi) – and Learndirect in the health and care sector

The University for Industry was created to fulfil a Government commitment to the lifelong learning agenda. The Ufi has two strategic objectives:

- to stimulate the demand for lifelong learning amongst businesses and individuals
- to promote the availability of and improve access to relevant high quality and innovative **on-line learning**.

A network of Ufi endorsed learning centres are being created that will offer learners access to Ufi services, and provide local learning facilities (especially PC workstations) and support (with trained advisers) to learners who lack such facilities at home or at work.

Learndirect is a national initiative, part of the Ufi, developing learning packages for use both on line and in more traditional settings. There are two initiatives available to health and social care, the NHS Learndirect hub and the UNISON hub.

The NHS in-house Learndirect Pilot Hub

(the method by which Ufi makes its brand Learndirect available to organisations) is being piloted in two centres in London. The national NHS hub manager, Helen Leigh, is putting together a website with Ufi which will be accessible soon where updates about the NHS pilot can be accessed. Details will be available soon through the HR Directors bulletin. Further pilots may be funded in the future.

To coincide with the development of the new NHS Individual Learning Accounts (ILAs), two bundles of IT skills courses are being offered, on a pilot basis, to NHS support staff for use with the ILA account. Trusts which are not part of a Learndirect centre may be able to use ILAs to buy access to Learndirect courses in local non NHS Learndirect centres.

INFORMATION SOURCES

The Learning and Skills Councils have access to a range of resources for small business support:

- The Government Office for London website includes information on a range of sources of support www.go-london.gov.uk/helpforbusiness
- The Business Link Small Business website has a 'people and training' section which also includes information on employing staff www.businesslink.org/cgi-bin/bv1/welcome.jsp and a national helpline open 8am to 8pm Mon to Sat Tel: 0845 600 9006.
- The Business Link for London website includes a section on Law and Guidance www.bl4London.com and they have some specialist Human Resource Advisers. Tel: 0845 600 0787.
- The Dept of Trade and Industry website includes an Employment Section with guidance on Employment Law, maternity leave, minimum wage etc www.dti.gov.uk

To find out more about Ufi/Learndirect in general:

- University for Industry/Learndirect www.ufilttd.co.uk
- Learndirect www.learndirect.co.uk
- Learndirect Helpline: 0800 100 900

National NHS Ufi Pilot:

Hub manager Tel: 01223 884034

Email: Helen.leigh@lifespan-tr.anglox.nhs.uk

NHS Ufi pilots in London:

- South London and the Maudsley NHS Trust Nigel Grant Tel: 020 7411 6491 Email: Nigel.Grant@slam-tr.nhs.uk
- North West London Hospitals NHS Trust, Mary Cahill Tel: 020 8869 3341 Email: mary.cahill@nwlh.nhs.uk

NHS Individual Learning Accounts, consult your Workforce Development Confederation or www.doh.gov.uk/nhsila

Part one: Funding sources and potential partners which are available to any part of London

continued

DESCRIPTION

- **University for Industry (Ufi) – and Learndirect in the health and care sector** *continued*

The UNISON-led Health and Social Care sector Pilot Learndirect hub: CARECONNECT

Ufi has been working in partnership with UNISON to explore the idea of a hub for the sector. UNISON, together with the WEA, NHS and TOPSS has developed a 'virtual' e-learning centre (now called CARECONNECT) focusing on the health and social care sector, which can supply e-learning to employees in any organisation. The present course programme includes basic skills, IT, care subjects. The initial focus is care homes and Social Services in South East London, but the hub will be expanded to other parts of London soon.

The recent announcement of the NHS University will link the work being done by Ufi with the Lifelong Learning Framework. A regional team is being set up in each of the regions. The NHS University will be launched in 2003.

INFORMATION SOURCES

UNISON CARECONNECT:

www.careconnectlearn.co.uk (online early March 2002)

Tony Chandler Tel: 07713 739 723

Email: t.chandler@unisonfree.net

NHS University: www.doh.gov.uk/nhsuniversity

- **UNISON/Workers Education Association (WEA)**

The Workers Education Association develops and provides education and training opportunities for employees, both through traditional methods and through e-learning, through links with UNISON.

The Workers Education Association (WEA) has been working with health service trade unions and employers since 1989 to develop lifelong learning opportunities for workers in the NHS. As part of the NHS Individual Learning Account (ILA) scheme, UNISON and the WEA have developed two new courses for non-registered NHS staff:

- *Pathways to the Future*, ten x 3hrs, aims to build up and consolidate educational skills and encourage participants to take up further opportunities
- *Improve Your Study Skills*, 10 x 3hrs is for staff who would like to study for professional qualifications in fields such as nursing or Occupational Therapy, and introduces academic study skills in a familiar NHS context.

The WEA/UNISON at Work programme also includes, among many other courses:

- *Communications at Work*: report-writing, form filling, interviewing, presentation and formal writing skills
- *Work-based English for speakers of other Languages*, specially tailored for the NHS environment.

The UNISON/WEA programme is operating in some but not all health and social care organisations in London. If your organisation is not yet involved, contact the WEA London organiser, Tel: 020 7613 7579.

Courses, including through flexible delivery, can be delivered to any health or social care organisation and are free as they are funded through Individual Learning Accounts or Learning and Skills Council Basic Skills funding or Learndirect funding. These courses can be tailored to interlock into a career development route. More information on www.UNISON.org.uk or London organiser (see above).

Example: South London and the Maudsley NHS Trust has coordinated UNISON/WEA provision into a ladder of staff development. Tel: Nigel Grant on 020 7411 6537.

- **London Health Commission**

Is an independent commission launched by the Mayor in October 2000, to provide an added drive to efforts across London to improve health and reduce health inequalities. Its overarching roles are to: oversee the London Health Strategy which it developed; and to ensure that health is integrated across the range of London strategies, including GLA strategies by advising the Mayor on health related issues

The London Health Commission

www.londonhealth.gov.uk Tel: 020 7983 4120

Working groups have been established to progress each of the priorities of the London Health Strategy. For further information on the work of these groups and contact details of the group leads contact Gus Wilson, London Health Strategy Administrator Email: gus.wilson@london.gov.uk or Liza Cragg, London Health Strategy Co-ordinator Email: liza.cragg@london.gov.uk



Part one: Funding sources and potential partners which are available to any part of London

*continued***DESCRIPTION**

- **London Health Commission** *continued*

Key aspects of its role are:

- strategic leadership for improving health and reducing inequalities in London, including the development of the London Health Strategy
- undertaking health impact assessments on London-wide strategies
- sponsoring, co-ordinating and ensuring delivery of practical initiatives that result in health improvements and reduce inequalities
- creating active links with other initiatives to improve quality of life in London
- identifying and sharing learning from practice.

The Sponsoring Partners of the London Health Commission are: Greater London Authority; NHS London Region; King's Fund (which has set up a health and regeneration programme); Association for London Government ; Government Office for London; Social Care Region, London; Metropolitan Police Authority; London Development Agency.

The London Health Strategy has four priorities for action: Regeneration; Inequalities; Black & minority ethnic health; Transport. A further three underpinning priorities were also agreed as crucial to the strategy's success: Health impact assessment; Community involvement/engagement; The London Health Observatory.

The London Health Observatory (LHO) supports the London Health Commission by bringing together the information needed to analyse and research health in London.

INFORMATION SOURCES

The London Health Observatory
www.lho.org.uk Tel: 020 7307 2833

King's Fund Health and Regeneration Programme
 Tel: Programme Manager Teresa Edmans 020 7307 2400

Part two: Multi-annual funding sources which are only available in specific geographical areas

DESCRIPTION

• Neighbourhood Renewal Fund (NRF) – in 20 boroughs

A major source of regeneration funding, £39m in 2001/2, for a range of partnership regeneration activities.

Accessed through the Local Strategic Partnerships (see Section 5, also separate entry in this annex) in the 20 London boroughs identified as among the 88 most deprived areas in the country.

These are: Barking and Dagenham, Brent, Camden, Croydon, Ealing, Enfield, Greenwich, Hackney, Hammersmith & Fulham, Haringey, Islington, Kensington & Chelsea, Lambeth, Lewisham, Newham, Southwark, Tower Hamlets, Waltham Forest, Wandsworth, Westminster.

The NHS is represented on the LSPs in all boroughs, usually by the relevant Primary Care Trust or Health Authority. These partnerships bring together a range of public services in order to tackle deprivation, and they provide opportunities for joint discussion about possible links between workforce, regeneration and other issues e.g. housing, childcare, transport.

• Single Regeneration Budget (SRB) Schemes – 186 in London

Currently a major source of regeneration funding. There are 186 of these 7-year SRB partnership programmes in London, worth £249million. They focus on employment-related training for unemployed residents and support for business development, in specifically defined local geographical areas. Funding is output-related, e.g. payment for local people into jobs, or for small businesses supported.

No more SRB programmes will be set up, but many of London's SRB programmes have a number of years to run and will continue to be substantial funders at the local level. Three are focused entirely on health and regeneration: Newham SRB Fit for Work, Redbridge and Waltham Forest SRB Health Ladders, and the new Greenwich SRB Health Benefits. Others may have objectives that would allow funding for health and care sector employment initiatives. One is focused on refugees, SRB Refugees into Work (see refugee section).

INFORMATION SOURCES

For an overview, see:

www.local-regions.dtlr.gov.uk/lsp/guidance/index.htm and also the neighbourhood renewal section on the Government Office for London www.go-london.gov.uk

Contact the Local Strategic Partnership Officer in your Local Authority, or the Neighbourhood Renewal team at the Government Office for London Tel: 020 7217 3111.

Example: Newham Health Partnership, led by Newham Healthcare NHS Trust, was successful in accessing £240,000 from Newham NRF in 2001/2 to set up a jobs brokerage scheme to enable local unemployed to access jobs in health. Tel: Vince Lammam 020 7363 8315

Email: vince.lammam@newhamhealth.nhs.uk

To find out which of the 186 London SRB schemes are in your area, contact your Local Authority Regeneration or Economic Development Officer, or consult the list on the London Development Agency www.lda.gov.uk/regeneration.asp Tel: 0207 983 4800.

SRB partnerships focussed on health and social care in London are:

- SRB Fit for Work (Newham) Gillian Seabright
Tel: 020 7445 7850 Email: gillian.seabright@newhamptct.nhs.uk
- SRB Health Ladders (Redbridge and Waltham Forest)
Lesley McCaughey SRB Manager Tel: 020 8926 5235 or
Louie Hartnett SRB lead Tel: 02089265040,
Email: louie.hartnett@rwfha.nhs.uk
- SRB Health Benefits (Greenwich) Bridget Puntis, Woolwich
Development Agency Tel: 020 8921 2129
Email: bridget.puntis@greenwich.gov.uk

Examples:

SRB Cross River is funding, jointly with ES New Deal, workforce co-ordinators at four central London Trusts, to improve working links between health employers and with the New Deal schemes. £110,000 over 30 months to each of the four Trusts. Tel: Alex Murray 020 7926 2471.

Cityside Regeneration is providing £1200 subsidy for employment of local Tower Hamlets long term unemployed graduates at Barts and the London NHS Trust. Tel: Audrey Hunter 020 7377 7000 x 7688.

*SRB Pool of London partnership supplied £60,000 start up costs for the Access to Medicine programme at Guy's, King's and St Thomas' School of Medicine, for local school students with potential, and a further allocation to support outreach and other activities for schools. Tel: Gavin Brown 020 7848 6968
Email: Gavin.p.brown@kcl.ac.uk*



DESCRIPTION

• New Deal for Communities (NDC) – 10 in London

(not to be confused with the Employment Service New Deal Schemes)

New Deal for Communities aims to bridge the gap between some of the poorest neighbourhoods and the rest of country by focusing resources on small deprived neighbourhoods and working with other initiatives within those neighbourhoods.

New Deal for Communities firmly places local people at the heart of it all.

Local people, community and voluntary organisations, public agencies, local authorities and business are encouraged to work in partnership to deliver significant change by turning local people's aspirations into action.

Targeted over the next 10 years, The New Deal for Communities programme develops a local strategy to tackle social exclusion in order to create vibrant and sustainable communities. Funding ranges from £20-50 million for up to ten years. There are 10 New Deal Schemes in London.

While problems vary from area to area, there are four main themes that New Deal for Communities will address:

- tackling worklessness
- improving health
- tackling crime, and
- raising educational achievement.

INFORMATION SOURCES

Contact

The Government Office for London New Deal for Communities team supports the development of the London schemes.
Tel: 0207 217 3111 www.go-london.gov.uk/nrandregeneration

New Deal for Communities schemes in London

Four existing (Pathfinder) schemes:

- Shoreditch (Hackney) Tel: 020 7613 9595
www.shoreditchhourway.org.uk (online in April 2002)
- West Ham and Plaistow (Newham) Tel: 020 8586 9493
www.ndfc.co.uk
- Aylesbury Estate (Southwark) Tel: 020 7252 7958
- Ocean Estate (Tower Hamlets) Tel: 020 7791 9880

Six new ones being developed:

- South Kilburn (Brent) Tel: 020 7328 1199
- North Fulham (Hammersmith and Fulham) Tel: 020 7385 9677
Search for 'regeneration' on www.northfulhamndc.org.uk
- Seven Sisters (Haringey) Tel: 020 8489 8840
- EC1 New Deal (Islington) Tel: 020 7608 3412
www.ec1newdeal.com
- Clapham Park (Lambeth) Tel: 020 7926 0606
- New Cross Gate (Lewisham) Tel: 020 8314 7463
www.nxgonline.co.uk

Example: South London and the Maudsley NHS Trust have teamed up with the Citizen's Advice Bureau and other partners to provide GP surgery based individual advice sessions on workplace health, employment rights, and other issues to enable mental health and other patients on long term sick leave, or likely to be so, to remain in employment. Funded by Lewisham, Southwark and Lambeth Health Action Zone (see below) with additional NDC funding for residents in the New Cross Gate NDC. Email: ginette.hogan@lewishampct.nhs.uk

• Thames Gateway London Partnership

Subregional partnership with involvement of ministers: 11 London boroughs, 2 non-London, + public, private and voluntary sector involvement, in NE and SE Workforce Development Confederation areas.

- 250,000-300,000 predicted increase in population by 2016.
- 90,000 new homes by 2016, 40,000 in London.
- Large capital investment.
- Big implications for public service delivery at local level.
- Will support and add value to regeneration initiatives across its wide area.

The Thames Gateway has just agreed to support a health/skills strategy. The Employment Service is involved and signed up to the health/skills agenda.

There are three areas highlighted for joint working:

- a pan Gateway situation report, which will scope vacancies, skills requirements, turnover etc to highlight skills needs and shortages
- identification of longer term trends, new developments, medium and long term skills needs, shortage predictions
- promoting NHS as an employer, linking to locally based skills/regeneration activity, and developing progression routes for entry to professional health training.

Contact

Kevin Whittle – Thames Gateway Manager
Tel: 020 7944 3695 Email: kevin.whittle@dtlr.gsi.gov.uk
www.thames-gateway.org.uk

The Local Authority members of Thames Gateway London Partnership are: Corporation of London, Barking and Dagenham, Bexley, Greenwich, Hackney, Tower Hamlets, Havering, Lewisham, Newham, Redbridge, Waltham Forest, and two boroughs outside London, Dartford and Thurrock.

Part two: Multi-annual funding sources which are only available in specific geographical areas

continued

DESCRIPTION**• Health Action Zones (HAZ) – 4 in London**

These are partnerships between health, local authority, community and other local partners to improve health and wellbeing within a defined geographical area of need. Bringing employment to local people is included in their objectives. The HAZs have funds to develop partnership activities to achieve their objectives, which include regeneration and employment initiatives.

Funds are fully committed to March 2002. Extension beyond this is under review. HAZs have extensive local partnership networks, including links with the voluntary sector, including black and minority ethnic and disability training organisations.

INFORMATION SOURCES**Contact**

Health Action Zones in London:

- Brent HAZ, Patrick Vernon: Tel: 020 8966 1060
www.brenthaz.org.uk
- Lambeth, Southwark and Lewisham HAZ: Kathryn McDermott
Tel: 020 7716 7000 (ask for HAZ) see section on HAZ in
www.lslha.nhs.uk
- East London and City Health Action Zone: Simon Dear
Tel: 020 7655 6600 Email: Simon.Dear@elcha.nhs.uk see
section on HAZ in www.elcha.nhs.uk
- Camden and Islington HAZ: Gail Findlay Tel: 020 7853 5536
www.caihaz.org.uk

Examples:

Camden and Islington HAZ funds a project training refugees to become interpreters and advocates.

Lambeth, Southwark and Lewisham HAZ funds a project to get people with disabilities into work.

Brent HAZ, working in an area where black and ethnic minorities are 50% of the population, funds a variety of projects to get ethnic minorities, people with disabilities and mental health problems into work.

• Sure Start – 44 in London – and the Children's Fund

Sure Start is a cornerstone of the government's drive to tackle child poverty and social exclusion. Develops area-based initiatives where children's needs are most pressing. Local programmes focus on family support, advice on nurturing, health services, early learning.

Linked to HImP objectives, and to wider employment agenda. Targets include reduction of % of children in non-earning households.

May be useful links to link lone parents and others to employment opportunities, and also through Sure Start contacts to link pre-employment training with childcare provision.

44 Sure Start Schemes in London. For details see 'programmes' section in www.surestart.gov.uk

See information on Sure Start and the Children's Fund on the Government Office for London
www.go-London.gov.uk/educationskill



Part three: Sources of partnership for work with schools, school leavers and young people

DESCRIPTION

• Connexions

The new 13-19 help, advice and guidance service for young people.

Connexions Services cover the same geographical areas, and in the remit of, the Learning and Skills Councils. They will provide a joint advisory service for a range of advice for 13-19s, including Careers. An important partner in any project wanting to link with this age group at school and post school. The Connexions Services in London are in the process of development.

Running since April 2001

London North and South

Developing in 2001/2 London West, Central and East

The careers service is now privatised, and service is delivered by a range of different organisations at local level. They can be contacted through the Connexions Service.

INFORMATION SOURCES

Government Office for London is involved in setting up the Connexions Service, Tel: 020 7217 3111 Connexions team. See the 'Employers' section on the national website www.connexions.gov.uk, National Connexions Unit Tel: 0114 259 1104.

London Connexions Services

When you ring the following numbers, you need to ask for the London Connexions team, as the numbers are the central switchboards of the organisations which are supporting the development of Connexions. The relevant local Careers Service provider can be contacted through these services:

- London North (Barnet, Enfield, Haringey, Waltham Forest) Tel: 020 8367 6990.
- London South (Bromley, Croydon, Kingston and Richmond, Merton, Sutton) Tel: 020 8929 4707
www.connexions-southlondon.org.uk
- London East (Barking & Dagenham, Bexley, City, Greenwich, Hackney, Haringey, Lewisham, Newham, Redbridge, Tower Hamlets) Tel: 020 8522 0687.
- London West (Brent, Ealing, Hammersmith & Fulham, Harrow, Hillingdon, Hounslow) Tel: 020 8901 3702
www.connexions-londonwest.com
- London Central (Camden, Islington, Kensington & Chelsea, Lambeth, Southwark, Wandsworth, Westminster) Tel: 020 7598 4915 www.centallondonconnexions.org.uk

• Education Business Partnerships (EBPs), sometimes called Education Business Link Organisations (EBLOs)

In London they have now been organised into 5 Consortia, one in each Learning and Skills Council area.

For several years there has been an EBP in most boroughs. Aim: to improve educational attainment in schools. Local Businesses become members and staff are trained to be mentors and to support reading schemes, help with interview practice, support national curriculum delivery, develop workexperience and workplacement opportunities. Several Trusts have increased their visibility in schools and benefitted from EBP's trainee staff as mentors, for example.

Contact: the person in your local Learning and Skills Council (see above) who is responsible for the Education Business Link Consortium in your area. See www.go-London.gov.uk/educationskill/education_business_link_consortia.asp

Education Business Consortia in London, with some example EBP websites:

- North London: Sue Roberts Tel: 020 8521 3311 see EBP section
- East London Mike Tyler Tel: 020 7655 0305 www.thebp.org
- Central London Nigel Massey 020 7641 3000
www.eba-londoncentral.org
- West London Hugh Magee Tel: 020 8583 2886
www.hounslowvtc2.org.uk
- South London Gillian Morris Tel: 020 8545 2131
Email: gillian@mebp.org.uk www.mebp.org.uk

Example: Guy's and St Thomas' local EBP helped to train staff to become mentors for local school children.

• Education Action Zones

There are also a large number of Education Action Zones in London, aimed at raising achievement in primary or secondary or both, through involvement of parents, governing bodies, employers and others. They are usually very small, involving just a few schools. In some cases there may be opportunities for health and social care employers to become involved.

See www.standards.dfes.gov.uk/eaz

Contact the Local Education Authority, or the Education Business Partnership (see above).

Part four: European funding

DESCRIPTION

• European Social Fund (ESF) and other European Funds

From Sept 2001, co-financing arrangements (see note on 'match funding' and 'leverage' in the introduction to Sources of Funding) will enable European funds and the required public sector match funding to be channelled to successful bids in a single funding stream. Approved Community Finance Organisations (CFOs) are: the 5 Learning and Skills Councils, the Association of London Government and Business Link for London. Other agencies such as The Employment Service, the London Development Agency and Connexions may become CFOs at a later date.

Not all funding will go through the co-financing route, and it will still be possible to bid directly, if 'match funding' is already available. One of the big advantages of European funding is the generous childcare allowances for individuals in training.

What follows are the major European funding streams, but there are many smaller ones.

• a. European funding which is not area specific

• Objective 3

50% of Objective 3 funds go into the Voluntary sector, particularly vocational training providers/job brokers with substantial expertise in training the disadvantaged, so NHS employer links with experienced local voluntary sector training providers could be very advantageous to both.

Advice and guidance, and vocational training to enable unemployed people to find jobs, including Equal Opportunities and Social Inclusion measures, Lifelong Learning, Adaptability and Entrepreneurship, Improving the Participation of Women..

• EQUAL

A new programme to fund partnerships which will test and promote new forms of combating discrimination and inequalities in the labour market, both for the unemployed and the employed. The initial stage of the first funding round has closed, the next bidding round will be in 2004. However, first round partnerships are still being developed, and there may be scope for health and social care employer involvement in these.

INFORMATION SOURCES

The European Officer at your Learning and Skills Council or in your borough Chief Executive's department should be able to advise on whether European funding might be suitable for your project, give an overview of the range of European funding, details of the various deadlines and how to apply, and also of existing local European funded partnerships which might welcome links with health and social care employment opportunities.

There is usually an annual or six monthly competitive bidding round.

Objective 3

Bidding Guidance, application form, Regional Development Plan and previous bidding results are available on the Government Office for London website:

www.go-London.gov.uk/europeanprogramme

or Tel: David Hampson 020 7217 3244

Email: enquiries-europe.gol@go-regions.gsi.gov.uk

EQUAL

Government Office for London

Email: enquiries-europe.gol@go-regions.gsi.gov.uk

For information on the EQUAL programme and details of Round 1 partnerships being developed, see www.equal.ecotec.co.uk or Tel: ECOTEC on 0121 616 3600.

There are a number of EQUAL Round 1 partnerships being developed in London, under the following themes:

- Theme A: Facilitating access or return to the labour market (12 in London)
- Theme B: Opportunities to promote the potential for Black and Minority Ethnic communities to access work (5 in London)
- Theme C: Support for Business creation (4 in London)
- Theme D: Strengthening the Social Economy (3 in London)
- Theme E: Lifelong learning (3 in London)
- Theme H: Reducing the gender gap (2 in London)
- Theme I: Helping the Reintegration of Asylum Seekers (1 in London).



DESCRIPTION

• a. European funding which is not area specific *continued*

• **LEONARDO II**

A 'transnational' programme supporting exchange and joint development of expertise in vocational training and lifelong learning, between projects in three or more European countries. The funding stream runs from 2000 to December 2007. The British Council helps to find suitable transnational partners. There are also some other programmes in this group. This funding stream covers:

- Mobility projects (transnational work placements)
- Pilot projects
- Transnational networks
- Reference materials
- Joint actions
- Language competencies

• b. European Funding which is area specific

Some European Funds are area specific, which means their funding is restricted to residents and businesses within the defined area.

• **European Structural Fund Objective 2 (Obj 2)**

Supports the regeneration of areas suffering from industrial decline.

Health and social care organisations may be able to access funds through existing schemes, and /or to join partnerships for future bidding rounds in 2002 and 2003.

• **URBAN II**

This promotes the design and development of new models of regeneration, and is community led, which means that the programme thematic areas and activities are developed and agreed by local communities. The Urban II partnership in London is in the Stockwell area of Lambeth, bringing £13m to the two most deprived wards in the Stockwell area.

• c. The London NHS and Europe: new initiative

The London Health Authority Chief Executives have agreed to the following proposals relating to the European Union:

- to join the GLA-led London European Partnership on behalf of the NHS in London
- to invest in the GLA's London House in Brussels
- that Redbridge and Waltham Forest Health Authority should currently lead this initiative.

INFORMATION SOURCES

LEONARDO II

Helpline number Tel: 0121 616 3770 www.leonardo.ecotec.co.uk

Pre-proposal deadline for this bidding round is 18 Jan 2002, with later deadlines for some strands.. There will be annual bidding rounds for different strands of this funding stream.

European Structural Fund Objective 2 (Obj 2)

For general information see

www.go-London.gov.uk/europeanprogramme

To find out where partnerships for new bids are being developed, contact the Government Office for London European team, or your local Authority or Learning and Skills Council European Officer.

Obj 2 Projects in London

- Obj 2 Outer Thames Gateway – wards in Barking and Dagenham, Bexley, Greenwich and Havering Tel: Tom Travers 020 8858 8850 www.Greenwich.gov.uk/business
- Obj 2 West London – wards in Brent, Ealing, Hammersmith and Fulham Tel: Pat Muotto 020 8937 1027.
- Obj 2 Upper Lee Valley – wards in Enfield and Haringey Tel: Warren Ralls 0208880 4590.
- Obj 2 Inner East – wards in Hackney, Newham Tower Hamlets and Waltham Forest Tel: 020 8430 2955.

URBAN II

Lambeth URBAN II partnership Tel: Clare Geary 020 7926 1048, European Officer Community Renewal team.

To maximise the opportunities presented by this investment, they have also agreed in principle an infrastructure and process for the London NHS to influence European Union policy, priorities and practice, to gather views and disseminate information and to co-ordinate bidding for European funding. This will be discussed further when the Chief Executives of the new Strategic Health Authorities are appointed.

Contact

For further information, please contact Louie Hartnett on Tel: 020 8926 5040 or Email: louie.hartnett@rwfha.nhs.uk

Alphabetical index	Page
• Action teams for Jobs – <i>see under Employment Service</i>	
• Association of London Government	57
• Black and Minority Ethnic training organisations	58
• Business Link – <i>see under Small Business Support</i>	
• CARECONNECT – <i>see under University for Industry/Learndirect</i>	
• Careers – <i>see under Connexions</i>	
• Connexions	67
• Commission for Racial Equality	54
• Disability Employment Advisers – <i>see under Employment Service, and Training and employing people with disabilities</i>	
• Disability Rights Commission	54
• Education Action Zones – <i>see under Education Business Partnerships</i>	
• Education Business Partnerships	67
• Employment Service	60
• Employment Zones – <i>see under Employment service</i>	
• European Funding	68
• EQUAL – <i>see under European funding</i>	
• Equal Opportunities Commission	54
• Further Education Colleges	57
• Government Office for London	56
• Greater London Authority – <i>see under London Development Agency</i>	
• Health Action Zones	66
• Learndirect – <i>see under University for Industry/Learndirect</i>	
• Learning and Skills Councils	56
• LEONARDO II – <i>see under European funding</i>	
• Leverage	53
• Lifelong learning – <i>see under Learning and Skills Councils</i>	
• Local Strategic Partnerships	55
• London Boroughs Grants Scheme – <i>see under Association of London Government</i>	
• London Development Agency	54
• London Health Commission	63
• London Health Observatory	63
• London Health Strategy – <i>see under London Health Commission</i>	
• London NHS and Europe: a new initiative – <i>see under European funding</i>	
• London Skills Forecasting Unit – <i>see under London Development Agency</i>	
• London Voluntary Sector	57
• London Voluntary Service Council – <i>see under London Voluntary Sector</i>	
• London Voluntary Sector Training Consortium – <i>see under London Voluntary Sector</i>	
• Match funding – <i>see under Leverage</i>	
• Modern Apprenticeships – <i>see under Learning and Skills Councils</i>	
• Neighbourhood Renewal Fund (through 20 Local Strategic Partnerships)	64
• New Deal – <i>see under Employment Service</i>	
• New Deal for Communities	65
• NHS Positively Diverse – <i>see under Positive Action</i>	
• Objective 2 and 3 – <i>see under European funding</i>	
• Other government funds	61
• People with disabilities: training and employing	59
• Positive Action programmes	54
• Refugee training organisations	58
• Single Regeneration Budget (SRB) partnerships	64
• Small Business Support	61
• Social Enterprise London	60
• Sure Start	66
• Thames Gateway Partnership	65
• URBAN II – <i>see under European funding</i>	
• University for Industry/Learndirect	61
• UNISON CARECONNECT – <i>see under University for Industry/Learndirect</i>	
• UNISON/WEA	62
• Women: training organisations	59
• Workers Educational Association – <i>see under UNISON/WEA</i>	

NHS London Regional Office, 40 Eastbourne Terrace, London W2 3QR