



## **PROJECT INITIATION DOCUMENT**

**April 2017**

**WorkPath Training**



## Version Control

*[Please log the versions of the PID as it moves through the IDF process. This is to ensure that the correct/final version is signed and submitted for reporting.]*

<b>Version Number</b>	<b>Author and Job Title</b>	<b>Purpose/Change</b>	<b>Date</b>
0.1	Clare Coombe Pre-Employment Manager	<i>Initial Draft to Andy Simpson</i>	13/4/2017
0.2	Clare Coombe	<i>Amendments made following finance sub committee meeting</i>	25/4/2017
1.0			

### Project Initiation Document (PID)

<b>Project Name:</b>	WorkPath Training		
<b>Project Start Date:</b>	1 August 2017	<b>Project End Date:</b>	31 <sup>st</sup> August 2019
<b>Relevant Heads of Terms:</b>	Andy Scott Divisional Director of Growth & Economic Development		
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<b>Ward:</b>	All Borough		
<b>Delivery Organisation:</b>	Growth & Economic Development		
<b>Funds to be passported to an External Organisation? ('Yes', 'No')</b>	Various Commissions		
<b>Does this PID involve awarding a grant? ('Yes', 'No' or 'I don't know')</b>	No		
<b>Supplier of Services:</b>	Various		
<b>Is the relevant Lead Member aware that this project is seeking approval for funding?</b>	Yes		
<b>Is the relevant Corporate Director aware that this project is seeking approval for funding?</b>	Yes		

<b>Does this PID seek the approval for capital expenditure of up to £250,000 using a Recorded Corporate Director's Action (RCDA)? (if 'Yes' please append the draft RCDA form for signing to this PID)</b>	No
<b>Has this project had approval for capital expenditure through the Capital Programme Budget-Setting process or through Full Council? ('Yes' or 'No')</b>	N/A
<b><u>S106</u></b>	
<b>Amount of S106 required for this project:</b>	£530,244.00
<b>S106 Planning Agreement Number(s):</b>	PA/13/01276 PA/13/02966
<b><u>CIL</u></b>	
<b>Amount of CIL required for this project:</b>	N/A
<b>Total CIL/S106 funding sought through this project</b>	N/A
<b>Date of Approval:</b>	

**This PID will be referred to the Infrastructure Delivery Steering Group (IDSG):**

<b>Organisation</b>	<b>Name</b>	<b>Title</b>
LBTH – Place	Aman Dalvi	Corporate Director
LBTH – Place	Owen Whalley	Divisional Director Planning & Building Control
LBTH – Resources	Paul Leeson	Business Manager
LBTH – Place	Andy Scott	Acting Service Head for Economic Development
LBTH – Place	Matthew Pullen	Infrastructure Planning Manager
LBTH –	Fleur Francis	Team Leader, Planning Legal

Organisation	Name	Title
Governance		
LBTH – Governance	Marcus Woody	Planning Lawyer
LBTH – Governance	Andy Simpson	Business Improvement & S106 Programme Manager
LBTH – Governance	Vicky Allen	S106 Portfolio Coordinator
LBTH – Governance	Tope Alegbeleye	Strategy, Policy & Performance Officer
LBTH – Governance	Thorsten Dreyer	Strategy & Business Development Manager - Culture, Public Realm and Spatial Planning
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LBTH – Children's	Pat Watson	Head of Building Development
LBTH – Place	Adele Maher	Strategic Planning Manager
LBTH – Place	Paul Buckenham	Development Manager
LBTH – Place	Alison Thomas	Head of Housing Strategy, Partnerships and Affordable Housing Strategy, Sustainability and Regeneration
LBTH – Place	Richard Chilcott	Head of Asset Management
LBTH – Place	Jonathan Taylor	Sustainable Development Team Leader
LBTH – Place	Abdul J Khan	Service Manager, Energy & Sustainability
LBTH – Place	Christopher Horton	Team Leader, Infrastructure Planning

**Related Documents**

ID	Document Name	Document Description	File Location
<b>If copies of the related documents are required, contact the Project Manager</b>			



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## **1.0 Purpose of the Project Initiation Document**

1.1 This document provides the details of sector specific training required to upskill local unemployed and under employed residents to secure sustainable employment across sectors.

1.2 This Project Initiation Document (PID) will define the WorkPath Training plan and bring together the key components needed. It also provides the basis for building the principles of project management into the project right from the start by confirming the business case for the undertaking, ensuring that all stakeholders are clear of their role, agreeing important milestones, and ensuring that any risks involved have been assessed. The primary purposes of this PID are to:

- Justify the expenditure of S106 contributions and / or CIL funding on the named project which will provide the IDSG with a sound basis for their decision;
- Provide a baseline document against which the Project Team, Project Manager (and in some cases) the Project Board can assess progress and review changes.

## **2.0 Section 106/CIL Context**

### **Background**

2.1 This project has been identified in direct response to the strategic priorities of the Council's Employment Strategy 2011 and is part of the coordinated work across the Council and its partners to address the creation of opportunities and to deliver the skills required for the employer base of the borough. The project aims to identify a number of sector specific training opportunities to support Tower Hamlets residents in developing sector specific skills in response to current employer demand in and around London. The Training for Employment team will facilitate the training of 1112 clients between May 2017 & May 2019 across a range of sectors including security, education, hospitality, retail and customer service. Once qualified, the learners will then be passed to IAG and Brokerage Officers who will present them to local employers to fill vacant job opportunities. All trainees will receive dedicated training support whilst on their programme and will be tracked and monitored in their progression and entry to the labour market. The Economic Development Employment and Skills Centre, based

in Canary Wharf, uses a bespoke database called Goldmine to record all client engagement, training progress and employment opportunities, although this system will be replaced by a new Customer Relationship Management system currently under development. Throughout the clients' journey into training and employment, all officers involved in their pathway to employment will record the clients' progression on the system enabling the officers to track the clients progress and identify if there are any additional support mechanisms required. Throughout their training the Training for Employment team will be in telephone contact with the client periodically to offer additional support and assist with any issues that may arise. They will also be offering motivational support to the clients to continue their studies and offer advice and guidance for those clients facing challenges and barriers to their learning.

- 2.2 Section 106 (S106) of the Town and Country Planning Act 1990 allows a Local Planning Authority (LPA) to enter into a legally-binding agreement or planning obligation with a developer over a related issue. Planning Obligations / S106 agreements are legal agreements negotiated, between an LPA and a developer, with the intention of making acceptable development which would otherwise be unacceptable in planning terms.
- 2.3 CIL is a £ per square metre charge on most new development. In April 2015, the council adopted its own CIL Charging Schedule. CIL must be spent on the provision, improvement, replacement, operation or maintenance of infrastructure, where a specific project or type of project is set out in the Council's Regulation 123 List.
- 2.4 On the 5<sup>th</sup> January 2016, the Mayor in Cabinet agreed the implementation of a new Infrastructure Delivery Framework which will help ensure the process concerning the approval and funding of infrastructure using CIL/S106 will be appropriately informed and transparent.

#### S106



2.5 The Section 106 (S106) of the Town and Country Planning Act 1990 allows a Local Planning Authority (LPA) to enter into a legally-binding agreement or planning obligation with a developer over a related issue. Planning Obligations / S106 agreements are legal agreements negotiated, between an LPA and a developer, with the intention of making acceptable development which would otherwise be unacceptable in planning terms.

3	Planning Application	Site Address	Funding Requirements	PA Amount Agreed	PA Amount Received	Date Payment Received	Expiry Date Note	Amount requested
	PA/10/01049	40 Marsh Wall	'employment and training contribution' to be put towards improving access to employment and training for local residents including skillsmatch and towards the enterprise team including local business support and supply chains.	£597,608.00	£686,142.52	31/10/2014	TBC - 7 years after practical completion of development	£150,598.93
	PA/13/01276	London Dock	local employment and training initiatives in the Councils area	£665,052	£723,118.43*	18/09/2014	18/09/2024 '10 years from date of receipt'	£379,645.07

**Total**

\* Index linked

\*\* 1<sup>st</sup> Instalment

2.6 The Directorate of Development and Renewal in Tower Hamlets Council has put in place a corporate structure, leading to a transparent process for assessment, negotiation, agreement, and expenditure and monitoring of section 106 resources.

### 3.0 Legal Comments

3.1 Legal Services considers the use of contributions to support the Work Path Training Programme satisfies the terms of the S106 agreements set out at paragraph 2.5 above.

3.2 This PID reflects the various parties' intentions at the time the agreements were entered that the financial contributions would be used towards employment and

training for residents in the borough. It is clear from the very detailed explanation provided in this report that the money will be used for this purpose.

3.3 When approving this PID, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). A proportionate level of equality analysis is required to discharge the duty.

3.4 These comments are limited to addressing compliance with the terms of the S106 agreements mentioned above (as based on the information detailed in the PID) and advice on any other legal matters (such as advice on procurement) should be sought separately if appropriate.

#### 4.0 Overview of the Project

4.1 This PID is requesting an allocation of £530,244 relevant S106 funding to support the delivery of 1112 Tower Hamlets residents to access sector specific training across a range of industries with a view to improving their skills and abilities in their chosen work specialism, whilst enhancing their individual employability skills. Each training programme is delivered alongside current employer demand with a focus to securing sustainable employment at the end of the training programme. The costs are set out within the budget at section 9.1. This PID will allow the delivery of 170 training courses totalling 1112 learners from Tower Hamlets over the life of the project. Each programme will be delivered in accordance to the awarding body criteria and will either be delivered at the WorkPath Employment & Skills Centre in Canary Wharf, or with partner organisations across the borough to ensure full accessibility of candidates and appropriate support from recruiting employers.

#### Training delivery breakdown

4.2 Course	No of Courses		No of Learners		Total number of learners	Total Courses over 2 years	Cost per Course	Number of learners per cohort	Cost
	Year 1	Year 2	Year 1	Year 2					
NVQ 2 Support Work in Schools	2	2	56	56	112	4	£29,000.00	28	£116,000.00

4.2	No of Courses	No of Learners	No of Courses	No of Learners	Total number of learners	Total Courses over 2 years	Cost per Course	Number of learners per cohort	Cost
Midday Meals Supervisors	4	48	4	48	96	8	£ 1,400.00	12	£11,200.00
Security	5	60	5	60	120	10	£10,000.00	12	£100,000.00
Vocational ESOL	3	32	9	108	140	12		12	£90,870
Cash & Card Handling	2	24	3	36	60	5	£ 1,200.00	12	£6,000.00
Customer service/behaviours in the work place	4	48	4	48	96	8	£ 660.00	12	£5,280.00
Barista training	2	24	2	24	48	4	£ 2,520.00	12	£10,080.00
L2 Food Hygiene Training	3	36	3	36	72	6	£ 600.00	12	£3,600.00
Retail Works	2	40	2	40	80	4	£ 2,600.00	20	£10,400.00
ICT training & BCS Online Basics qualification	12	144	12	144	288	24	£ 500.00	12	£12,000.00
Specific Employer led training activities									£50,000.00
Contingency									£40,000.00
Staffing									£69,814.50
Evaluation Costs									£5,000.00
<b>Total</b>	<b>39</b>	<b>512</b>	<b>46</b>	<b>600</b>	<b>1112</b>	<b>85</b>			
<b>Total Learners over 2 years</b>		<b>1112</b>				<b>170</b>			<b>£530,244.50</b>

### Training courses delivered as part of project

#### 4.3 Security SIA Door Supervisor Training

The Security SIA programme is an 8 day accredited training programme which incorporates full SIA licencing and certification, level 2 First Aid and level 2 Customer Service awards. Delivered at our Employment & Skills Centre in Canary Wharf by a local training provider, course participants will receive specialist training in dealing with

security emergencies and prevention activities. The training includes units such as conflict management, emergency first aid and physical intervention. Training agreements with the provider will incorporate guaranteed interviews post qualification to enhance the participant's options to gain employment in the sector. To apply applicants must be able to provide a 5 year checkable work history to meet the strict SIA licencing criteria. Some restrictions are in place for clients who have criminal convictions; however these can be addressed on an individual basis. WorkPath will advertise and source the candidates for the programme with their partners and offer support throughout the application stages. Upon completion of the training, and in addition to the guaranteed interview with the training provider recruitment department, the participants will be referred to specialist IAG and Brokerage Officers who will further support them to gain sustainable employment. 10 programmes will be delivered for 120 candidates over the 2 year project.

#### **4.4 Level 2 Support Work in Schools**

The Level 2 Support Work in School (Teaching Assistant programme) is in its 15<sup>th</sup> year and is delivered twice a year in September and January. The programme is run in partnership with the council's Professional Development Centre (PDC) and coincides with the borough schools recruitment drives. Candidates work towards a Level 2 Support Work in Schools (SWIS) qualification on a part time basis totalling 15 hours per week. The programme is delivered over 16 weeks for 28 learners by qualified practicing professionals in the borough. Applicants must be 18+ and live in Tower Hamlets. To meet the school criteria for recruitment, all applicants must also have completed their Level 2 English and Mathematics qualification and must complete a Disclosure and Baring Service (DBS) form. On successful completion of a DBS check candidates are provided with a work placement in a local school to gain valuable work experience and to enable them to complete their Level 2 qualification. Whilst on the programme candidates are provided with additional Paediatric First Aid training, as required by employers, and are fully supported with the development of their core employability skills to enable them to focus on their applications for work after completing their qualification. 4 programmes will be delivered for 112 candidates over the 2 year project. This programme is delivered specifically for Tower Hamlets

residents who are unemployed or those working less than 8 hours per week and is delivered over a 15 hour per week framework allowing all unemployed residents who meet the entry criteria to access the training without contravening their unemployment benefit rules. All other Teaching Assistant training programmes delivered in or around Tower Hamlets are not specifically aimed at training unemployed residents and do not deliver the framework with as much flexibility and support which can cause problems for some residents to fully commit to.

#### **4.5 Midday Meals Supervisor Training**

The Midday Meals Supervisor course is a three week programme designed to build specific skills and experiences required to access these jobs within our local primary and secondary schools. Working in partnership with the London East Teacher Training Alliance (LETTA) and the professional Development Centre (PDC), each course cohort is delivered at different host schools around the borough allowing the learners to partake in both classroom based learning and work placements. This enables a thorough understanding of the role of the Midday Meals Supervisor and offers on the job training and real work experience to demonstrate to recruiting employers. The learners will also study level 2 first aid, food hygiene and health and safety in the work place along with non-accredited training including Introduction to bullying & dealing with challenging behaviour, equality, diversity and inclusion, curriculum based activities, safe guarding children & the prevent strategy, introduction to healthy schools agenda, roles and responsibilities of a Midday Meals Supervisor, employability skills and 12 hours of work experience.

The course is open to a maximum of 12 candidates per cohort, however some host schools are limited to 10 trainees. During their work placements, the trainees are allocated a mentor which they shadow and work with to develop their skills and understand the school lunch process.

The courses are designed around the school curriculum and potential recruitment times allowing maximum opportunities for all participants to access the course and apply for employment opportunities straight after. 4 courses are delivered each year totalling a maximum of 96 learners over the duration of this project.

#### **4.6 Vocational ESOL**

The generalised approach to ESOL provision that has been delivered across Tower Hamlets over recent years has supported and improved residents language skills but the governments further cut backs for ESOL and basic skills in 2015 has led to an increase in waiting lists for ESOL as training sessions were cut by up to 50% within the community. This has had a detrimental effect on supporting BME clients; most noticeably BME Women back into employment.

To improve language and employability skills for these residents, sector specific ESOL session will be hosted by an employer within the Health and Social Care sector and Construction industry. This off site delivery will enable learners to develop their language skills within a work environment, learning specific terminology linked directly to the sector they are aiming to work in with the additional aim of encouraging learners to move outside of their local communities to prepare for work. In addition to this the learners will benefit from presentations from the employers speaking about the opportunities available within the sector and access site tours and further sector specific training towards the end of their studies. The classes will be mixed (70/30) with employed Tower Hamlets residents working within the sector within their 12 month sustainability period. This mix will also offer support to the learners as they study alongside learners with similar backgrounds and experiences who are further along in their journey and currently working in the sector.

The training will be delivered by Ideas Store learning who will recruit a lead ESOL tutor to the role and will also coordinate all of the employer led presentations and referrals to further industry related training within the service. Each cohort will train 12 learners, with the exception of the first pilot programme which will train 8. Over the next 2 years the vocational ESOL programme will train 108 learners over 12 courses and move them forward into either further training or employment.

#### **4.7 Customer service/Behaviours in work environments**

The Customer Service and behaviours in the work place will be delivered by a Local training provider and aimed at residents who wish to work in public facing environments. We have regular enquiries from members of the public asking for customer service vacancies to help support their full/part time study or to subsidise

their income. Many of these residents have limited experience and require support to develop the skills expected from employers. This programme will be aimed at out ECF clients as part of the IAG support and could be the first steps to them developing skills to move into employment. Cohorts are made up of 12 learners and the service aims to deliver 8 programmes over 2 years totalling 96 learners.

#### **4.8 Barista training**

The Barista training is designed for residents who wish to work within the hospitality and catering industry. Our Employer Engagement team have excellent links with recruiting employers including Starbucks, and hotels such as Premiere Inn who approach WorkPath to support their recruitment campaigns. This training will support residents to understand the equipment used to make beverages and recognise the differences between different types of coffee and tea. This training will be specifically linked to recruitment campaigns with the aim of hosting 2 per year (4 in total) for 48 learners over 2 years.

#### **4.9 Level 2 Food Hygiene**

The Level 2 Food Hygiene certificate is the basic qualification job seekers require to work in a kitchen environment. Each year the WorkPath service supports the recruitment of the Toby Lane contract services kitchen assistant campaign of which all applicants must have achieved their L2 award to secure employment. Together with the links to the hotels, restaurants and cafés who regularly recruit through WorkPath, this training will open up many more opportunities for the jobseeker, whilst helping them to build their skills and understanding of safety practices in the kitchen environment. This project will allow the service to deliver 6 programmes over 2 years for 72 learners to achieve the L2 qualification.

#### **4.10 Level 2 Retail Works**

Retail is very popular amongst many of our younger candidates who wish to work part time alongside their studies. It is also a popular option for parent returners. Employers look favourably upon the Retail works training programme for applicants with little or



no experience and this course builds the participants confidence and enhances their skills working with the public and marketing goods to customers. This training will be directly linked to the school leavers registration between May & July and the Christmas retail recruitment campaigns.4 programmes will be delivered for 80 learners to achieve their L2 accreditation.

#### **4.11 ICT and computer basics**

ICT is the foundation skill that residents of Tower Hamlets need to help facilitate their pathway into employment. As most vacancies are advertised online or require CV's and application forms to be emailed to the recruiting companies, many residents lack the basic skills to do this and have very limited ability to set up email address', create online job search accounts or create a CV using Microsoft Word software. Our ICT and computer basics courses which are accredited by BCS (Chartered Institute for IT) are delivered alongside the Working Start Programmes and over the next 2 years these programmes will become available for any client accessing the WorkPath service who needs assistance to build their skills and confidence using ICT packages for employability. This training may also allow some candidates to understand the fundamental skills for Business Administration in preparation for applying for further administration training or entry level vacancies.

#### **4.12 Specific Employer led training activities**

The Employer Engagement Team at WorkPath are working closely with recruiting employers to identify which skills and experiences applicants need to fill their vacancies. This information is then passed to the training teams to design bespoke training packages for our residents to develop the skills required to access these opportunities. As the portfolio of employers increase and the demands from employer diversify, we will require a budget to develop additional training packages that can be piloted and potentially incorporated into the training portfolio. The Specific Employer led training activities budget will allow this and also support the training teams to explore new opportunities for learning and open up more specific skills development frameworks as we respond to the community needs over the next



2 years. The sector specific training packages will be directly linked and developed in partnership with recruiting employers which will guarantee our residents interviews.

#### **4.13 Contingency**

It is not always possible to foresee the number of vacancies that will be advertised over a two year period as therefore we need to ensure that there is a contingency budget that can be used to increase the number of trainees accessing the sector specific training above the numbers initially stated in this PID. Additionally, there may be unforeseen increases in the cost of training over the 2 year period which should be factored into the contingency budget.

### **5.0 Business Case**

#### **Overview/General**

5.1 Unemployment rates in Tower Hamlets (11.6% in March 2014) are high compared to the London average (8.2% in 2014) and the Britain's average (7.2%). One of the largest barriers for unemployed Tower Hamlets residents is getting access to employer led sector specific training programmes and support to develop core employability skills for the changing labour market. We have seen a significant increase in the number of clients failing their key skills tests for Maths and English and employers requesting applicants to have a minimum level 1 or level 2 sector skills qualification prior to securing an interview. Based on research carried out with local training and community partners plus an analysis of the skill shortfall of clients who access the WorkPath service, we have identified three main aspects to skills demand in Tower Hamlets, these are:

- Vocational ESOL tailored to industries and delivered in partnership with recruiting employers
- Accredited entry level sector specific skills
- Work Placements and work based learning opportunities

These skills shortages are one of the main contributors to the high levels of unemployment in the borough and by addressing these shortfalls, we will be able to support residents to market themselves to recruiting employers and encourage more localised recruitment campaigns. The London Borough of Tower Hamlets utilised 76% of external funding in 2016/17 and this number will increase moving into 2017/18. There is no match funding



needed for this PID and all allocated finances will be spent specifically on Tower Hamlets residents only.

### Project Drivers

5.2 The London Borough of Tower Hamlets is the 10th most deprived area in England out of 326 local authority areas. Income based deprivation within the borough ranges from 8% in the St Katherine's Dock areas to 62% in Millharbour which in contrast is also home of the heart of the financial district, Canary Wharf.

5.3 The 2011 Census results show that in 19% of households in the borough, English is not the main language spoken. Tower Hamlets Annual Residents Survey in 2008/09 found that 26% of Bangladeshi adult's main spoken language at home was Bengali. There is however, no comparable information for other BME communities. Tower Hamlets Health and Lifestyle survey (2008/9) showed 38% of Bangladeshi women rated their proficiency in spoken English as poor. There is a strong correlation between language proficiency and worklessness. Those residents with English as an additional language who were workless were more than four times as likely to rate their proficiency as poor than those in full-time work.

5.4 10.1% of the population across Tower Hamlets are registered as having no qualifications and 81.6% with only a level 1 qualification. There is a strong link between residents with none and low qualifications and worklessness with these groups at a higher disadvantage and more likely to struggle to find work or sustain work over a 12 month period.

5.5 The Employment Strategy and its associated action plan includes a commitment to supporting the unemployed into the labour market in a sustainable manner. The purpose of this project is to provide employment led training to enhance resident's core skills and sector specific qualifications to improve their employability and secure sustainable employment.

**Deliverables, Project Outcomes and Benefits**

5.6 The project will be delivered as follows:

- Identify appropriate and cost effective training providers to deliver training requirements for Tower Hamlets residents.
- Devise appropriate assessment criteria for each programme in line with employer requirements
- Individual training and support needs of the clients addressed
- Tracking and monitoring of clients progress through the outsourced programmes
- Continued evaluation and monitoring of training and effectiveness in terms of moving clients into employment.

Below are the training deliverables for the duration of the 2 year project. This includes the total number of courses required and number of learners achieving full qualification/accreditation.

**5.7 SIA Security Training**

***Advertising and Community Engagement***

Opportunities are being widely advertised across local press and media, job fairs, partner referral agencies including community partners and JCP. Three quotes will be required from local training providers to identify appropriate suppliers to ensure the maximum delivery criteria.

***Recruitment and Selection***

The tables below reflect the recruitment timescales for the 10 SIA cohorts. This will be the on-going recruitment process for 24 month delivery of the project.

<b>Number of Cohorts</b>	<b>Start Date 2017</b>	<b>No of expected attendees</b>
1	July 2017	12
2	September 2017	12
3	November 2017	12
4	February 2018	12



5	April 2018	12
6	June 2018	12
7	September 2018	12
8	November 2018	12
9	February 2019	12
10	April 2019	12
<b>Total Learners</b>		<b>120</b>

***Advertising and Community Engagement***

5.8 All training opportunities listed below will be widely advertised across local press and media, job fairs, partner referral agencies including community partners and JCP.

**5.8.1**

**WIS Teaching Assistant training**

<b>SWIS Level 2 Teaching Assistant Training</b>			
<b>Number of Cohorts</b>	<b>Start Date 2014</b>	<b>End Date 2017</b>	<b>No of expected attendees</b>
1	September 2017	January 2018	28
2	January 2018	May 2018	28
3	September 2018	January 2019	28
4	January 2019	May 2019	28
<b>Total Learners</b>			<b>112</b>

**5.8.2**

**Midday Meals Supervisor Training**

<b>Number of Cohorts</b>	<b>Start Date 2017</b>	<b>No of expected attendees</b>
1	May 2017	12
2	July 2017	12
3	October 2017	12

4	November 2017	12
5	March 2018	12
6	May 2018	12
7	October 2018	12
8	February 2019	12
<b>Total Learners</b>		<b>96</b>

5.8.3

**Vocational ESOL**

Number of Cohorts	Number of Cohorts	Number of Cohorts
1	September 2017	8
2	January 2018	12
3	January 2018	12
4	April 2018	12
5	April 2018	12
6	April 2018	12
7	September 2018	12
8	September 2018	12
9	September 2018	12
10	January 2019	12
11	January 2019	12
12	January 2019	12
<b>Total Learners</b>		<b>140</b>

5.8.4

**Cash & Card Handling**

Number of Cohorts	Start Date 2017	No of expected attendees
1	May 2017	12

2	September 2017	12
3	May 2018	12
4	July 2018	12
5	September 2018	12
<b>Total Learners</b>		<b>60</b>

### 5.8.5

#### Customer service/behaviours in the work place

Number of Cohorts	Start Date 2017	No of expected attendees
1	May 2017	12
2	June 2017	12
3	July 2017	12
4	September 2017	12
5	May 2017	12
6	June 2017	12
7	July 2018	12
8	September 2018	12
<b>Total Learners</b>		<b>96</b>

### 5.8.6

#### Barista training

Number of Cohorts	Start Date 2017	No of expected attendees
1	May 2017	12
2	September 2017	12
3	July 2018	12
4	September 2018	12

<b>Total Learners</b>	<b>48</b>
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**5.8.7**  
**Level 2 Food Hygiene Training**

<b>Number of Cohorts</b>	<b>Start Date 2017</b>	<b>No of expected attendees</b>
1	May 2017	12
2	September 2017	12
3	January 2018	12
4	May 2018	12
5	September 2018	12
6	January 2019	12
<b>Total Learners</b>		<b>72</b>

**5.8.8**  
**Retail Works**

<b>Number of Cohorts</b>	<b>Start Date 2017</b>	<b>No of expected attendees</b>
1	May 2017	20
2	September 2017	20
3	January 2018	20
4	May 2018	20
<b>Total Learners</b>		<b>80</b>

**5.8.9**  
**ICT training & BCS Online Basics qualification**

<b>Number of Cohorts</b>	<b>Start Date 2017</b>	<b>No of expected attendees</b>



1	May 2017	12
2	June 2017	12
3	July 2017	12
4	August 2017	12
5	September 2017	12
6	October 2017	12
7	November 2017	12
8	December 2017	12
9	January 2018	12
10	February 2018	12
11	March 2018	12
12	April 2018	12
13	May 2018	12
14	June 2018	12
15	July 2018	12
16	August 2018	12
18	September 2018	12
19	October 2018	12
20	November 2018	12
21	December 2018	12
22	January 2019	12
23	February 2019	12
24	March 2019	12
12	April 2019	12
<b>Total Learners</b>		<b>288</b>

5.9 The successful delivery of this project contributes towards the Borough's Community Plan corporate themes. They are also in line with national priorities with respect to educational attainment and to tackling worklessness, with a particular focus on vulnerable and excluded communities:

- Creating and sharing prosperity – by increased educational and vocational training routes into employment.



- Excellent public services – by a greater targeting of services to the most vulnerable and excluded communities as well as greater engagement opportunities.

5.10 The two themes are considered as key drivers for 'One Tower Hamlets' agenda and are translated into the Employment Strategy via the following five strategic objectives:

- Making mainstream services work better for residents
- Engaging workless residents detached from the labour market and complement the work of the mainstream.
- Encouraging increased aspiration towards engaging with the labour market, particularly for economically inactive groups.
- Ensure economic investment is co-ordinated and focused.
- Capture employment opportunities for Tower Hamlets residents within the borough and wider London labour market.

## 6.0 Approach to Delivery and On-going Maintenance/Operation

### 6.1 SIA Security Training

Applicants are required to apply for the training opportunity via the WorkPath Client Contact Centre, where they are screened to ensure minimum entry requirements are met. Successful candidates are invited to formally apply for the programme via an application form. The process will follow with a sector specific presentation delivered by WorkPath and the training provider, outlining details of the course and trainee commitments to the programme. After an informal interview with the training provider, the candidates are then invited to attend an induction that includes a basic skills assessment.

Applicants who pass each stage are then invited in the following week to attend the SIA training which consists of the following:

- Physical intervention
- Door supervision
- L 2 First Aid
- L2 Customer Service
- Employability skills

### ***On-going Training Program***

On completion of the accredited training, candidates are encouraged to attend work placements for Stewarding positions around London to gain valuable work experience. They are then invited to register for paid employment with agencies across London and will also be marketed to recruiting employers.

### ***Key Outputs***

- 120 Local residents trained
- 90% of trained candidates to secure employment post qualification. This is tracked by the Job Brokerage and Tracking and Monitoring teams. WorkPath tracks all clients into employment for 13, 26 and 52 weeks to support them in any challenges they face in remaining at work or to find alternative employment to reduce the risk of the clients becoming unemployed.

### ***Review Process***

Throughout the programme delivery, clients are in contact with their assigned Pre-Employment Officer. Continued support is offered and the clients identify their preferred area of work including corporate, retail and outdoor security. On completion of the accredited studies, clients are then supported to update/complete a CV and are supported with their applications for security roles. They are then assigned to their Job Broker (Security specialist) who matches the client with their recruiting employers.

## **6.2 SWiS Teaching Assistant training**

### ***Recruitment and Selection***

To apply for the L2 SWiS training applicants must attend a recruitment open day which outlines the specifications for the training and commitments of the trainees. Application forms are then completed and interviews. Applicants who pass these stages of recruitment will be invited to interview and successful applicants are offered a place to start the SWiS programme which consists of the following:

- Introduction to OCR accreditation
- Managing behaviour & bullying
- How to create risk Assessment
- ICT Skills
- Understanding visual Impairment

- Literacy Skills
- Numeracy Skills
- Understanding physical impairment
- Schools First Aid

### ***On-going Training Program***

Whilst completing the class room based theory, candidates that receive their DBS clearance will be provided with a voluntary work placement in a local primary or secondary school (based on client's choice of age group). This work placement enables the client to complete their NVQ with the required work based elements to provide evidence of work practice.

### ***Key Outputs***

- 112 Local residents trained
- 80% of trained candidates to secure employment post qualification. This will also be tracked by the Job Brokerage and Tracking and Monitoring teams. WorkPath track all clients into employment for 13, 26 and 52 weeks to support them in any challenges they face in remaining at work or to find alternative employment to reduce the risk of the clients becoming unemployed.

### ***Review Process***

Throughout the programme delivery, clients will be in contact with their assigned Pre-employment Officer. Continued support will be offered and the clients will identify their appropriate school based opportunities. As the programme is delivered to coincide with the boroughs school recruitment, clients will be given the full lists of vacancies as they become available and will be encouraged to apply. Clients will then be supported to update/complete a CV and supported with their applications. At the end of the class room based training clients will then be assigned to their Job Broker (Education specialist) who will broker the client to their recruiting employers.

## **6.3 Midday Meals Supervisor Training**

### ***Recruitment and Selection***

To apply for the Midday Meals Supervisor training programme, applicants must attend a recruitment open day which outlines the specifications for the training and commitments of

the trainees. Application forms are then completed and applicants who pass this stage of recruitment will be invited to interview and successful applicants are offered a place to start the Midday Meals Supervisor programme which consists of the following:

- The Role of The Lunchtime Assistant
- Overview of Healthy Schools Agenda and Healthy Eating
- Disability Awareness Session
- Level 2 First Aid Training
- Introduction to Speech & Language
- Health & safety training
- Behaviour & communication
- Level 2 food hygiene training
- Safeguarding awareness and prevent training
- 13 hours of work placements

### ***On-going Training Programme***

Whilst completing the classroom theory training, learners will also take part in work placements alongside designated Midday Meals Mentors who work in the host school. These mentors will show the learners around the school and explain how the lunch time process works. During their training, the Pre-Employment Officer will support the learners with applications to current Midday Meals Supervisor vacancies and encourage learners to move into employment.

### ***Key Outputs***

- 96 Local residents trained
- 80% of trained candidates to secure employment post qualification. This will also be tracked by the Job Brokerage and Tracking and Monitoring teams. WorkPath track all clients into employment for 13, 26 and 52 weeks to support them in any challenges they face in remaining at work or to find alternative employment to reduce the risk of the clients becoming unemployed.

### ***Review Process***

Throughout the programme delivery, clients will be in contact with their assigned Pre-employment Officer. Continued support will be offered and the clients will identify their appropriate school based opportunities. As the programme is delivered to coincide with the boroughs school recruitment, clients will be given the full lists of vacancies as they become available and will be encouraged to apply. Clients will then be supported to update/complete a CV and supported with their applications. At the end of the class room based training clients will then be assigned to their Job Broker (Education specialist) who will broker the client to their recruiting employers.

#### **6.4 Vocational ESOL**

##### ***Recruitment and Selection***

To apply for the Vocational ESOL programme, applicants must be registered with the WorkPath service and attend an ESOL assessment to measure their level of communication skill. As the vocational ESOL programme is sector specific and aims to train candidates in the construction industry and within Health & Social Care, all applicants must have an interest in working within these two sectors and be able to commit to training at an employer venue in Tower Hamlets or a neighbouring site across London. Successful applicants will attend a 12 week sector based programme focusing on developing the communication (written & oral) specifically for the sector. They will also benefit from presentations and site visits from the employer and access to entry level vacancies, whilst learning in an environment linked to their chosen career pathway.

##### ***On-going Training Programme***

Candidates will spend 3 hours on site developing their communication skills for the sector; the lead ESOL tutor will also arrange presentations from the employer and Training for Employment team to provide employability support. Additionally group sessions will also be arranged for learners to practice their oral communication skills through out the 12 week delivery to further support their communication skill development.

##### ***Key Outputs***

- 140 Local residents trained
- 90% of trained candidates to secure further sector specific training or employment within 12 months of completing the course. This will be tracked by the IAG and



tracking & monitoring teams WorkPath track all clients into employment for 13, 26 and 52 weeks.

### ***Review Process***

Throughout the programme, the candidates will be in constant contact with the lead ESOL tutor and Pre employment officer alongside an IAG advisor. Working together, these teams will ensure that the candidates are fully supported in developing their English language skills, enhancing their employability skills and fully supported in their next steps to further training or employment in their chosen industry. Those candidates who meet the correct criteria, will be offered sector appropriate qualifications to further support their pathway to employment.

## **6.4. Cash & Card Handling**

### ***Recruitment and Selection***

Applicants must be registered with a Job Brokerage Officer or IAG Officer and express an interest in working within a retail or customer service environment where dealing with money transactions is required. IAG and Job Brokers will refer candidates to the Training for Employment Team who will book them in for planned cohorts which will be delivered alongside recruitment campaigns led by the Employer Engagement team.

### ***On-going Training Programme***

Whilst training, the candidates will be working closely with the Training for Employment, IAG and Brokerage teams to access vacancies via the Employer Engagement team. Employability skills will be offered to strengthen their personal marketing and additional customer service training may be considered depending on their previous experience and training need.

### ***Key Outputs***

- 60 Local residents trained
- 85% of trained candidates to progress onto further customer service related training or secure employment. This will be tracked by the IAG and tracking & monitoring teams WorkPath track all clients into employment for 13, 26 and 52 weeks.

### ***Review Process***

Throughout the programme, the candidates will be in constant contact with their IAG advisor or Job Brokerage officer who will consider them for further customer service related training or links to the recruiting employer depending on their job readiness.

### **6.5 Customer service/behaviours in the work place**

#### ***Recruitment and Selection***

Applicants must be registered with a Job Brokerage Officer or IAG Officer and express an interest in working within a retail or customer service environment where dealing with money transactions is required. IAG and Job Brokers will refer candidates to the Training for Employment Team who will book them in for planned cohorts which will be delivered alongside recruitment campaigns led by the Employer Engagement team.

#### ***On-going Training Programme***

Whilst training, the candidates will be working closely with the Training for employment, IAG and Brokerage teams to access vacancies via the Employer Engagement team. Employability skills will be offered to strengthen their personal marketing and additional customer service training may be considered depending on their previous experience and training need.

#### ***Key Outputs***

- 96 Local residents trained
- 85% of trained candidates to progress onto further customer service related training or secure employment. This will be tracked by the IAG and tracking & monitoring teams WorkPath track all clients into employment for 13, 26 and 52 weeks.

#### ***Review Process***

Throughout the programme, the candidates will be in constant contact with their IAG advisor or Job Brokerage officer who will consider them for further customer service related training or links to the recruiting employer depending on their job readiness.

### **6.6 Barista training**

#### ***Recruitment and Selection***

Applicants must be registered with a Job Brokerage Officer or IAG Officer and express an interest in working within a retail or customer service environment where dealing with



money transactions is required. IAG and Job Brokers will refer candidates to the Training for Employment Team who will book them in for planned cohorts which will be delivered alongside recruitment campaigns led by the Employer Engagement team.

### ***On-going Training Program***

Whilst training, the candidates will be working closely with the Training for employment, IAG and Brokerage teams to access vacancies via the Employer Engagement team. Employability skills will be offered to strengthen their personal marketing and additional customer service training may be considered depending on their previous experience and training need.

### ***Key Outputs***

- 96 Local residents trained
- 85% of trained candidates to progress onto further customer service related training or secure employment. This will be tracked by the IAG and tracking & monitoring teams WorkPath track all clients into employment for 13, 26 and 52 weeks

### ***Review Process***

Throughout the programme, the candidates will be in constant contact with their IAG advisor or Job Brokerage officer who will consider them for further customer service related training or links to the recruiting employer depending on their job readiness.

## **6.7 Level 2 Food Hygiene Training**

### ***Recruitment and Selection***

Applicants must be registered with a Job Brokerage Officer or IAG Officer and express an interest in working within a retail or customer service environment where dealing with money transactions is required. IAG and Job Brokers will refer candidates to the Training for Employment Team who will book them in for planned cohorts which will be delivered alongside recruitment campaigns led by the Employer Engagement team.

### ***On-going Training Program***

Whilst training, the candidates will be working closely with the Training for employment, IAG and Brokerage teams to access vacancies via the Employer Engagement team. Employability skills will be offered to strengthen their personal marketing and additional



customer service training may be considered depending on their previous experience and training need.

#### **Key Outputs**

- 72 Local residents trained
- 85% of trained candidates to progress onto further customer service related training or secure employment. This will be tracked by the IAG and tracking & monitoring teams WorkPath track all clients into employment for 13, 26 and 52 weeks

#### **Review Process**

Throughout the programme, the candidates will be in constant contact with their IAG advisor or Job Brokerage officer who will consider them for further customer service related training or links to the recruiting employer depending on their job readiness.

### **6.8 Retail Works**

#### **Recruitment and Selection**

Applicants must be registered with a Job Brokerage Officer or IAG Officer and express an interest in working within a retail or customer service environment where dealing with money transactions is required. IAG and Job Brokers will refer candidates to the Training for Employment Team who will book them in for planned cohorts which will be delivered alongside recruitment campaigns led by the Employer Engagement team.

#### **On-going Training Program**

Whilst training, the candidates will be working closely with the Training for Employment, IAG and Brokerage teams to access vacancies via the Employer Engagement team. Employability skills will be offered to strengthen their personal marketing and additional customer service training may be considered depending on their previous experience and training need.

#### **Key Outputs**

- 80 Local residents trained
- 85% of trained candidates to progress onto further customer service related training or secure employment. This will be tracked by the IAG and tracking & monitoring teams WorkPath track all clients into employment for 13, 26 and 52 weeks

#### **Review Process**



Throughout the programme, the candidates will be in constant contact with their IAG advisor or Job Brokerage officer who will consider them for further customer service related training or links to the recruiting employer depending on their job readiness.

### **6.9 ICT training & BCS Online Basics qualification**

#### ***Recruitment and Selection***

Applicants must be registered with a Job Brokerage Officer or IAG Officer and demonstrate a need to develop their ICT skills work accessing employment opportunities or to develop skills to work with ICT equipment. IAG and Job Brokers will refer candidates to the Training for Employment Team who will book them in for planned cohorts which will be delivered alongside recruitment campaigns led by the Employer Engagement team.

#### ***On-going Training Program***

Whilst training, the candidates will be working closely with the Training for Employment, IAG and Brokerage teams to access vacancies via the Employer Engagement team. Employability skills will be offered to strengthen their personal marketing and additional customer service training may be considered depending on their previous experience and training need. Additionally these IT programmes will be embedded into other training packages to strengthen candidates core skills and build confidence using technology not only for work but also as a tool to access a range of day to day services.

#### ***Key Outputs***

- 288 Local residents trained
- 70% of trained candidates to progress onto further training or secure employment.  
This will be tracked by the IAG and tracking & monitoring teams WorkPath track all clients into employment for 13, 26 and 52 weeks

#### ***Review Process***

Throughout the programme, the candidates will be in constant contact with their IAG advisor or Job Brokerage officer who will consider them for further training or links to the recruiting employer depending on their job readiness.

### **6.10 Specific Employer lead training activities**

Within the next 2 years, WorkPath will be developing further links with new employers and

engaging strong partnerships with community organisations for referrals of new clients. This will result in a need to develop further training packages to meet demand and work outside of the parameters of training listed above. The money ring fenced for the Specific Employer lead training activities programmes will enable more residents to access sector specific training opportunities which link directly to the recruiting employers. Money required for and work outside of the parameters of training listed above. The money ring fenced for the Specific Employer lead training activities projects will require a separate proposal for training to be approved by the Head of Economic Development prior to project delivery.

#### **6.11 Contingency funds**

Over the next 2 years, WorkPath will be expecting an increase in the number of clients accessing the service. The exact number and level of training need is difficult to determine. Therefore we have allocated a further £5000 per quarter to oversee any additional training needs for clients that may be needed within the current training portfolio. This will cover the cost of some additional training cohorts or increase the learner numbers to accommodate demand. Any contingency money not spent at the end of the 2 year contract will be given back to S106.

#### **7.0 Infrastructure Planning Evidence Base Context**

7.1 This particular project is not specifically set out in the Evidence Base. However, the Evidence Base states that there are a number of projects being explored by the Council's Employment and Enterprise Team in locations where levels of unemployment are the highest. The proposed Work Path scheme would be in line with the Council's adopted Employment Strategy and The Community Plan 2015.

#### **8.0 Opportunity Cost of Delivering the Project**

8.1 This project is fulfilling a specific S106 obligation of supporting Tower Hamlets residents into employment and training. Employment opportunities arising from new developments in the borough must be accompanied by training to up skill residents so that they can compete for the jobs. It also supports the Mayors commitment to assisting residents to upskills and access employment opportunities within the borough and across



London. This PID finances the accredited training programmes and project management of the training only.

Without this training, the residents of the borough would not have easily accessible employment training that is directly linked to employment. Likewise, the local recruiting employers will find difficulty recruiting local staff to fill their vacancies and fulfil their S106 obligations. WorkPath training is delivered with a flexible and accessible approach allowing residents to develop their core skills whilst developing their confidence and motivation. Delivered alongside recruiting employers, the WorkPath training provides up to date a specific employability skills which are not replicated with the links to employers by external training companies. This project is cost effective as it will upskill 1112 residents and move these staff forward into further training and sustainable employment feeding in to the 2011 employment strategy and mayors pledges to reduce unemployment in the borough and increase economy.

## 9.0 Local Employment and Enterprise Opportunities

9.1 This project is specifically designed to create and enhance training and employment opportunities for Tower Hamlets residents looking for work and as such meets the council's criteria in relation to the securing of economic benefits within its project delivery. The training is delivered in a flexible way to ensure that it is accessible and fit for purpose. Working closely with local employers we are able to generate more employment opportunities for local residents with which they may not have originally been able to access. The training assists in bridging the gap between local employers and the community by developing working partnerships that meet the requirements of businesses and the unemployed residents.

### New Jobs created from training opportunities

Training programme	Number of residents trained	% of trained residents into further training <u>OR</u> employment	Total number of residents expected to secure employment after
--------------------	-----------------------------	---	---

			<b>training</b>
Security SIA Door Supervisor	120	75%	90
L2 SWIS	112	80%	90
Midday Meals Supervisor course	96	80%	77
Customer Service	96	85%	41
Cash Handling	60	85%	25
Barista Training	48	85%	41
Vocational ESOL	140	90%	63
L2 Food Hygiene	72	85%	41
Retail Works	80	85%	34
IT Training	288	70%	101
<b>Total</b>	<b>1112</b>		<b>603</b>

## 10.0 Financial Programming and Timeline

### Project Budget

#### 10.1

<b>Table 1</b>			
<b>Financial Resources</b>			
<b>Description</b>	<b>Amount</b>	<b>Funding Source</b>	<b>Funding (Capital/ Revenue)</b>
NVQ 2 Support Work in Schools	£116,000.00	S106	Revenue
Midday Meals Supervisors training	£11,200.00	S106	Revenue
Security SIA Door Supervisor	£100,000.00	S106	Revenue
Vocational ESOL	£90,870.00	S106	Revenue
Cash & Card Handling	£6,000.00	S106	Revenue
Customer service/behaviours in the work place	£5,280.00	S106	Revenue
Barista training	£10,080.00	S106	Revenue

<b>Table 1</b>			
<b>Financial Resources</b>			
<b>Description</b>	<b>Amount</b>	<b>Funding Source</b>	<b>Funding (Capital/ Revenue)</b>
L2 Food Hygiene Training	£3,600.00	S106	Revenue
Retail Works	£10,400.00	S106	Revenue
ICT training & BCS Online Basics qualification	£12,000.00	S106	Revenue
Specific Employer lead training activities	£50,000.00	S106	Revenue
Contingency	£40,000.00	S106	Revenue
Training staff management costs	£69,814.50	S106	Revenue
Evaluation Costs	£5,000.00	S106	Revenue
<b>Total</b>	<b>£530,244.00</b>		

### 10.2 Contingency

This money is set aside in the event of yearly increments of training delivery from the external providers and additional small numbers of training required over the life of the project that links directly with employment outputs.

Any money not spend by the end of the PID will be returned to S106.

### 10.3 Evaluation Costs

This money is required for evaluation of the project outcomes and is calculated at £300 per day for 16 days to enable staff to collate data from referring officers, training providers, employers and service users to determine how many clients benefited from the training, the number who secured employment and the quality of the training and referral systems. This evaluation, will directly feed into the proceeding training projects allowing the service to adapt its delivery as required.

#### 10.4 Training staff management costs

This is calculated at 15% of the training and evaluation costs and is required to finance the project management over the 2 years of the programme. The project management will directly oversee the setup of the training, liaise with internal and external teams and partners to ensure the project delivery is within scope, time and budget.

### 11.0 Project Management

11.1 This project will be supervised by the Training for Employment Team Ruth Alabi - Training for Employment Manager and Jenny Dutton - Apprenticeship, Training & Skills Manager. £69,814 has been identified to contribute towards staff management costs associated with the day to day delivery and coordination of providers.

### Financial Profiling

#### 11.2

Table 2									
Financial Profiling									
Description	Year 2017				Year 2018				Total
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
NVQ 2 Support Work in Schools			£29,000	£29,000			£29,000	£29,000	£116,000
Midday Meals Supervisors training	£1,400	£1,400	£2,800	£1,400	£1,400		£1,400	£1,400	£11,200
Security SIA Door Supervisor		£20,000	£10,000	£10,000	£20,000	£10,000	£10,000	£20,000	£100,000
Vocational ESOL		£8,910.	£19,077		£20,961	£20,961		£20,961	£90,870
Cash & Card Handling	£1,200	£1,200			£1,200	£2,400			£6,000
Customer service/behaviours in the work place	£1,320	£1,320			£1,320	£1,320			£5,280

Barista training	£2,520	£2,520				£5040			£10,080
L2 Food Hygiene Training	£600	£600		£600	£600	£600		£600	£3,600
Retail Works	£2,600	£2,600		£2,600	£2,600				£10,400
ICT training & BCS Online Basics qualification	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£12,000
Specific Employer lead training activities		£25,000					£25,000		£50,000
Contingency	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£40,000
Staff Management									£69,814
Evaluation								£5000	£5,000
<b>Total</b>									<b>£530,244</b>

### Outputs/Milestone and Spend Profile

11.3

Table 3			
Project Outputs/Milestone and Spend Profile			
ID	Milestone Title	Baseline Spend	Baseline Delivery Date
1	Vocational ESOL (inc tutor recruitment half year lecturer salary scale15-20)	£27,987.00	April 2018
2	SIA Procurement	£100,000	July 2017
3	SWIS Invoice payment for 2017/18	£58,000	April 2018
4	Midday Meals	£7,000.00	April 2018
5	Specific Employer lead	£25,000	April 2018



<b>Table 3</b>			
<b>Project Outputs/Milestone and Spend Profile</b>			
<b>ID</b>	<b>Milestone Title</b>	<b>Baseline Spend</b>	<b>Baseline Delivery Date</b>
	training activities spend 2017/18		
6	Contingency Spend	£20,000	April 2018
7	Specific Employer lead training activities spend 2018/19	£25,000	April 2018
8	Contingency Spend 2018/19	£20,000	April 2018
9	Full WorkPath Training spend 2017/19	£47,360	April 2019
10	Midday Meals	£4,200.00	April 2018
11	Vocational ESOL 2018/19 Salary	£62,883.00	April 2019
12	SWIS Invoice payment for 2018/19	£58,000	April 2019
13	Staff management Costa	£69,814	April 2019
14	Evaluation of project	£5,000	August 2019
<b>Total</b>		<b>£530,244.00</b>	

## 12.0 Project Team

12.1 Information regarding the project team is set out below:

- Project Sponsor: Aelswith Frayne
- Project Manager: Clare Coombe

## 13.0 Project Reporting Arrangements

Table 4			
Group	Attendees	Reports/Log	Frequency
IDSG Sub Group	Numerous – defined in ToR.	Monitoring Report	Quarterly
IDSG	Numerous – defined in ToR.	Monitoring Report	Quarterly
IDB	Numerous – defined in ToR	Monitoring Report	Quarterly

#### 14.0 Quality Statement

14.1 All training will be monitored by the Training for Employment team to establish if the learners are developing the skills and qualities required in line with the employer demand. Records of learner’s progress will be maintained alongside open dialog with the learners themselves to assess the training quality. Evaluations with the learners and the training providers will take place after each cohort finishes and any issues or concerns will be raised and addressed before the next cohort begins. The Training for Employment Manager will keep up to date records of the expenditure of the training and any additional training required from the Specific Employer lead training activities or contingency budgets to ensure the maximum number of learners access the training within the time frame stated and within budget.

#### 15.0 Key Risks

15.1 The key risks to this project are set out in the Table 6 below:

The key risks to this project are provided in the Table 6 below:

Table 6							
Risk No.	Risk	Triggers	Consequences	Existing Internal Controls – to be confirmed	Likelihood	Impact	Total

**Table 6**

<b>Risk No.</b>	<b>Risk</b>	<b>Triggers</b>	<b>Consequences</b>	<b>Existing Internal Controls – to be confirmed</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Total</b>
1	Lack of suitable candidates	Output delivery	Increased cost per person	Ensure that the project is advertised widely in the local communities	1	1	1
2	High rate of trainees not completing training	Outcome delivery	Lack of achievement in the delivery of outcomes and reputational damage.	Re-evaluate screening process; relocate to next course won't incur extra costs for some training providers. Review process, support, mentoring from training providers on SIA SWIS	1	2	2
3	Candidates completing training but not securing sustainable employment	Outcome delivery	Lack of achievement in the delivery of outcomes and reputational damage. And possible increased cost in training.	The pre-employment team are in touch with employers registered with Skillsmatch and through the Job Brokerage Team, candidates are referred to	2	2	4

<b>Risk No.</b>	<b>Risk</b>	<b>Triggers</b>	<b>Consequences</b>	<b>Existing Internal Controls – to be confirmed</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Total</b>
				matching vacancies with a wide range of local, national and worldwide clients.			

## 16.0 Key Project Stakeholders

16.1 The principal stakeholders are shown in Table 6 below and will be engaged from the earliest stages of the project and through to project closure. The key stakeholders will be engaged as required, after delivery is completed.

<b>Key Stakeholders</b>	<b>Role</b>	<b>Communication Method</b>	<b>Frequency</b>
Local Residents	Consultation and attend training	121 appointments, Telephone, Email, marketing	Weekly
Employers	Consultation and vacancy access	Initiation meetings, Telephone, Email	Weekly or monthly as required
External Trainers	Consultation and training set up meetings	Meetings, Telephone and Email	Weekly/Monthly as training requires

## 16.0 Stakeholder Communications

16.1 Initial meetings will be arranged with employers and external training managers to discuss the training needs of the clients and how these are able to

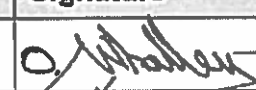

link into current vacancies. Initial meetings may be required between the Training for Employment Team, employers and external trainers to discuss requirements and identify appropriate training methods required by all stakeholders.

16.2 IAG and Brokerage Officers will maintain regular contact with their clients on a weekly basis and their training needs will be identified and forwarded on to the Training for Employment Team, who will then work with the external trainers to set up the appropriate training required.

16.3 All details of the training set up including certification and qualification will be forwarded to the Training for Employment team to communicate out to the rest of the WorkPath team as required.

16.4 All external trainers are required to have clear pathways of communication with the Training for Employment team to highlight any concerns about learners ability or commitment to the training courses which can be addressed directly. Employers will communicate with the Employer Engagement team to ensure learners meet the required standards of training and forward confirmation of employment forms for the learners as required.

### 17.0 Project Approvals

The PID has been reviewed and approved by the Chair of the IDSG and the Divisional Director for the Directorate leading the project.			
Role	Name	Signature	Date
IDSG Chair	Aman Dalvi		25.6.17
Divisional Director, Growth & Economic Development	Andy Scott		25.6.17

### Project Closure

Project Closure Document			
1.	Project Name:		
2a.	<b>Outcomes/Outputs/Deliverables</b> I confirm that the outcomes and outputs have been delivered in line with the conditions set out in the any Funding Agreement/PID including any subsequently agreed variations.	Please Tick ✓	
		Yes	No
2b.	<ul style="list-style-type: none"> <li>Key Outputs [as specified in the PID]</li> </ul>		

	<ul style="list-style-type: none"> <li>• <b>Outputs Achieved</b> <i>(Please provide evidence of project completion/delivery e.g. photos, monitoring returns / evaluation)</i></li> <li>• <b>Employment &amp; Enterprise Outputs Achieved</b> <i>(Please specify the employment/enterprise benefits delivered by the project)</i></li> </ul>									
3a.	<b>Timescales</b> I confirm that the project has been delivered within agreed time constraints.	<table border="1"> <tr> <td colspan="4">Please Tick ✓</td> </tr> <tr> <td>Yes</td> <td></td> <td>No</td> <td></td> </tr> </table>	Please Tick ✓				Yes		No	
Please Tick ✓										
Yes		No								
3b.	<ul style="list-style-type: none"> <li>• <b>Milestones in PID</b> <i>(as specified in the PID)</i></li> <li>• <b>Were all milestones in the PID delivered to time</b> <i>(Please outline reasons for any slippage encountered throughout the project)</i></li> <li>• <b>Please state if the slippage on project milestone has any impacts on the projects spend (i.e. overspend) or funding (e.g. clawback)</b></li> </ul>									
4a.	<b>Cost</b> I confirm that the expenditure incurred in delivering the project was within the agreed budget and spent in accordance with PID	<table border="1"> <tr> <td colspan="4">Please Tick ✓</td> </tr> <tr> <td>Yes</td> <td></td> <td>No</td> <td></td> </tr> </table>	Please Tick ✓				Yes		No	
Please Tick ✓										
Yes		No								
4b.	<ul style="list-style-type: none"> <li>• <b>Project Code</b></li> <li>• <b>Project Budget</b> <i>(as specified in the PID)</i></li> <li>• <b>Total Project Expenditure</b> <i>(Please outline reasons for any over/underspend)</i></li> <li>• <b>Was project expenditure in line with PID spend profile</b> <i>(Please outline reasons for any slippage in spend encountered throughout the project)</i></li> </ul>									

5.	<b>Closure of Cost Centre</b> I confirm that there is no further spend and that the projects cost centre has been closed. <ul style="list-style-type: none"> <li>• Staff employment terminated</li> <li>• Contracts /invoices have been terminated/processed</li> </ul>	Please Tick ✓	
		Yes	No
		Yes	No
6.	<b>Risks &amp; Issues</b> I confirm that there are no unresolved/outstanding Risks and Issues	Please Tick ✓	
		Yes	No
7.	<b>Project Documentation</b> I confirm that the project records have been securely and orderly archived such that any audit or retrieval can be undertaken.	Please Tick ✓	
		Yes	No
These records can also be accessed within the client directorate using the following filepath: <i>[Please include file-path of project documentation]</i>			
8.	<b>Lessons learnt</b>		
	<ul style="list-style-type: none"> <li>• <b>Project set up</b> <i>[Please include brief narrative on any issues faced/lessons learned project set up]</i></li> </ul> <hr/> <hr/>		
	<ul style="list-style-type: none"> <li>• <b>Outputs</b> <i>[Please include brief narrative on any issues faced/lessons learned in delivering outputs as specified in the PID, including the management of any risks]</i></li> </ul> <hr/> <hr/>		
	<ul style="list-style-type: none"> <li>• <b>Timescales</b> <i>[Please include brief narrative on any issues faced/lessons learned in delivering project to timescales specified in PID]</i></li> </ul> <hr/> <hr/>		
	<ul style="list-style-type: none"> <li>• <b>Spend</b> <i>[Please include brief narrative on any issues faced/lessons learned regarding project spend i.e. sticking to financial profiles specified in the PID, under or overspend]</i></li> </ul> <hr/> <hr/>		
	<ul style="list-style-type: none"> <li>• <b>Partnership Working</b> <i>[Please include brief narrative on any issues faced/lessons learned re: internal / external partnership working when delivering the project]</i></li> </ul> <hr/> <hr/>		
<ul style="list-style-type: none"> <li>• <b>Project Closure</b> <i>[Please include brief narrative on any issues faced/lessons learned project closure]</i></li> </ul>			



	<hr/> <hr/>		
9.	<b>Comments by the Project Sponsor including any further action required</b> <i>(Use to summarise project delivery and any outstanding actions etc)</i> <hr/> <hr/>		
10.	The Project Sponsor and Project Manager are satisfied that the project has met its objectives and that it can be formally closed.		
	Sponsor (Name)		Date
	Project Manager (Name)		Date