

# PROJECT INITIATION DOCUMENT

(February 2018)

**'Unlocking Opportunities' Funding**

## Version Control

Version Number	Author and Job Title	Purpose/Change	Date
0.4	Sarah Randall, Sub Regional Partnerships Officer	Initial draft to IDSG Finance Subcommittee	18.9.17
0.5	Sarah Randall, Sub Regional Partnerships Officer	Second draft to IDSG implementing comments received from IDSG Finance Subcommittee	3.1.18
<i>1.0</i>		<i>E.g. Final version</i>	

## Project Initiation Document (PID)

<b>Project Name:</b>	<b>'Unlocking Opportunities' Funding</b>		
<b>Project Start Date:</b>	1 January 2018	<b>Project End Date:</b>	31 March 2019
<b>Relevant Heads of Terms:</b>	Employment and training contributions		
<b>Responsible Directorate:</b>	Place		
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<b>Ward:</b>	All		
<b>Delivery Organisation:</b>	London Borough of Tower Hamlets		
<b>Funds to be passported to an External Organisation? ('Yes', 'No')</b>	No		
<b>Does this PID involve awarding a grant? ('Yes', 'No' or 'I don't know')</b>	No		
<b>Supplier of Services:</b>	NA		
<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</b>	No		

<b>append the draft RCDA form for signing to this PID)</b>	
<b>Has this project had approval for capital expenditure through the Capital Programme Budget-Setting process or through Full Council? ('Yes' or 'No')</b>	No - not applicable.
<b><u>S106</u></b>	
<b>Amount of S106 required for this project:</b>	£1,005,310.98 (1 January 2016 to 31 March 2019)
<b>S106 Planning Agreement Number(s):</b>	PA/12/03248 PA/14/02617 PA/14/01246 PA/12/02055 PA/15/02148 PA/15/02045 PA/01/01424 PA/14/02585 PA/15/02216 PA/14/02817 PA/13/00384 PA/12/02055 PA/12/02045 PA/14/03660 PA/16/01026 PA/16/01061 PA/11/03785 PA/13/01168 PA/16/02860
<b><u>CIL</u></b>	
<b>Amount of CIL required for this project:</b>	£0
<b>Total CIL/S106 funding sought through this project</b>	£0
<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	Ann Sutcliffe	Acting Corporate Director, Place ( <i>Chair</i> )
LBTH – Place	Owen Whalley	Divisional Director Planning & Building Control
LBTH – Place	Richard Chilcott	Acting Divisional Director, Property & Major Programmes
LBTH – Place	Matthew Pullen	Infrastructure Planning Manager
LBTH – Place	Christopher Horton	Infrastructure Planning Team Leader
LBTH – Governance	Andy Simpson	Business Improvement & S106 Programme Manager
LBTH – Governance	Helen Green	S106 Portfolio Coordinator
LBTH - Place	Hannah R Murphy	Principal Growth & Infrastructure Planner
LBTH – Resources	Paul Leeson	Business Manager
LBTH – Place	Vicky Clark	Service Head for Economic Development
LBTH – Governance	Fleur Francis	Team Leader, Planning Legal
LBTH – Governance	Sophie Chapman	Planning Lawyer
LBTH – Governance	Tope Alegbeleye	Strategy, Policy & Performance Officer
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LBTH – Health, Adults and Community	Matthew Phelan	Public Health Programme Lead (Healthy Environments)
LBTH – Children’s	Janice Beck	Head of Building Development
LBTH – Place	Marissa Ryan-Hernandez	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	Jonathan Taylor	Sustainable Development Team Leader
LBTH – Place	Abdul J Khan	Service Manager, Energy & Sustainability

## Related Documents

ID	Document Name	Document Description	File Location
<b>If copies of the related documents are required, contact the Project Manager</b>			
1	Unlocking London's Opportunities – the Growth Boroughs	Full application form for ESF grant for Growth Boroughs programme for which funding is required	M:\D&R SHARED\Economic Development\Employment\ESF 2016-2018\Bid documents\1 - Full Application Form Final

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## 1.0 Purpose of the Project Initiation Document

1.1 This Project Initiation Document (PID) defines the 'Unlocking Opportunities' Funding project. 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 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.

1.2 In December 2017, the Council agreed to leave the ESF Unlocking Opportunities programme early, with effect from 31<sup>st</sup> December 2017. The Growth and Economic Development division is currently going through the process to formalise arrangements with the managing authorities (MA's).

1.3 This PID makes a request for £1,005,310.98 of S106 to replace £1,400,000 of ESF and enable continued programme delivery. There are a number of factors that will make the programme more efficient following ESF exit and therefore allow the programme to run at capacity and achieve the same output targets for a lower amount of funding:

- Eligibility criteria and evidence requirements for WorkPath can be more appropriately defined to reflect local need and while remaining robust will be less resource intensive than current ESF requirements. (For example, using benefits status in line with other DWP programmes rather than retrofit self-declarations).
- Monitoring data shows a steep drop in new engagements on WorkPath since the start of the ESF component due to complicated eligibility requirements, which further backs the claim that the complicated and variable ESF evidence requirements have acted as a barrier to engagement.
- A significant amount of staff resource has been diverted to additional monitoring exercises at the behest of the Accountable Body (AB). Now these resources can focus on what they should have been doing – supporting clients.
- By removing any funding conflict with other ESF projects in the borough, clients will be able to access a wider range of services and resources to support them on their journey to employment.
- There are a significant number of outcomes that have already been achieved

that cannot be included in ESF claims due to the frequent changes made to eligibility criteria by the MA's. These can be included in wider WorkPath outcomes as the evidence meets the council's requirements.

- 1.4 The amount of funding required will regularly be reviewed. If any of the S106 funding identified in this PID is no longer required it will be returned for other employment and training related programmes of work. Note there are no conflicts with other S106 currently being utilised in the borough for employment and skills provision (see 1.15).
- 1.5 This PID aims to secure S106 to replace the council's allocation of ESF Unlocking Opportunities funding and ensure continued delivery of WorkPath until the end of March 2019. The purpose is to provide funding so that the council's flagship employment programme, WorkPath can continue to deliver without ESF. LBTH have withdrawn from the ESF programme due to the significant financial risk to the council the ESF funding posed. The S106 requested in this PID means that local service delivery will not be impacted by the ESF funding ceasing.
- 1.6 The details of the Employment Support project have been covered in an earlier Employment Support PID (March 2016) which sets out the key components, business case and project targets. The Employment Support PID describes the persistent concentrations of long term unemployed and economically inactive residents in the borough who typically have multiple barriers to employment. The council's WorkPath model is designed to address this by providing intensive support, information, advice and guidance and tailored job brokerage to individuals, across all priority sectors including in the construction industry. The model is based on good practice from smaller programmes piloted in the borough, and promotes a partnership approach across other employment related provision in the borough as recommended in the 2016 Employment Review.
- 1.7 The ESF employment support programme in Tower Hamlets (through WorkPath) originally targeted a minimum of 1,784 residents who are furthest from the labour market to be engaged and supported and at least 518 of them to enter employment.
- 1.8 This PID is expressly for the purpose of identifying funding to replace the ESF

allocation now that LBTH have withdrawn from the contract. Replacing the funding with S106 will remove financial risk to the council and operational risk to the borough's wider employment support programme and ensure continued delivery of the WorkPath programme until the end of March 2019.

- 1.9 In 2015 the six Growth Boroughs were awarded £8.5m ESF funding to support long term unemployed and economically inactive people into work. This grant is matched at a rate of 1:1 by boroughs, creating a £17m programme. Programme delivery began in January 2016 and was due to run for just over three years, ending in March 2019.
- 1.10 Tower Hamlets' allocation from the Growth Boroughs' ESF grant was £1.4m. The council was providing £1.4m in match funding. £628,400 of this match was to be provided in-kind in the form of existing staff assigned to the delivery of the programme. The balance of the match funding, £771,600, is S106 cash match to provide supporting activity such as training and childcare for programme participants.
- 1.11 Delivery in Tower Hamlets is through WorkPath, Growth and Economic Development's new integrated employment service. This delivers the intensive employment support required by the ESF target groups in order for them to access work. A minimum of 1,764 Tower Hamlets residents were originally to be engaged and supported through this programme. At least 518 Tower Hamlets residents were to enter employment, of which no fewer than 414 were to sustain employment for six months. As of December 2017) 871 residents have been supported under the ESF component of the WorkPath programme, 381 have entered employment and 153 have sustained jobs for six months.
- 1.12 WorkPath also operates a job brokerage model which seeks to connect Tower Hamlets residents with job vacancies in the borough and elsewhere. The service works closely with employers to secure vacancies and identify their staffing needs, and has established a strong track record in supporting local people into jobs in a wide range of sectors including:
  - construction
  - education
  - hospitality
  - catering
  - administration
  - security
  - health
- 1.13 It is anticipated that many of these sectors will be impacted by immigration changes as a consequence of Brexit – presenting both an opportunity and a threat. Services

like WorkPath and its partners will need to work with priority sectors to develop an appropriate response to potential skills gaps. One of the sectors in London believed to be employing one of the highest percentages of EU nationals is the construction sector, an area where there is already a shortage of suitably skilled candidates.

- 1.14 WorkPath engages a large number of individuals interested in construction related careers and provides assessment and intensive pre-training support (such as basic skills including literacy and ESOL) so that clients are able to access appropriate training and gain accredited qualifications. WorkPath also provides support after training has been completed to support people into construction careers. A dedicated team work with the industry to identify construction vacancies and match people into jobs. Of all of the Tower Hamlets ESF clients to date, 26 percent registered for construction related information, advice and guidance and 45 percent entered jobs in the construction industry.
- 1.15 WorkPath operates in partnership with a range of employability programmes. WorkPath itself consists of a number of distinct projects targeting different priority groups and sectors, some funded through S106. The Growth and Economic Development team are adept at managing multiple programmes and funding requirements. This programme will be managed so that there is no duplication with other S106 funded projects. There will be distinct targets for different projects to ensure there is no competition, no double counting and no wasteful duplication of activity. For example, S106 training programmes will have clear targets regarding training starts, participation and training outcomes, while WorkPath will have targets relating to employment support and employment outcomes.
- 1.16 This PID seeks to address the significant financial risk to the council posed by the ESF programme, as a result of the managing agencies making frequent changes to evidence requirements. As a result the council can no longer claim the number of outputs it expected to claim for at the start of the programme, with approximately a 46.8% reduction in the number of outputs that can now be claimed. The financial claim is made *after* outcomes have been delivered, so if the full amount of ESF funding could not be drawn down then the council would run a deficit on this programme potentially up to £1.4 million. Details of the challenges and programme changes are set out in Sections 5 and 6. As a result of these challenges LB Tower Hamlets decided to withdraw from the ESF programme from 31<sup>st</sup> December 2017 and minimise the level of financial risk. A project change request regarding LBTH's early exit from ESF has been agreed with the accountable body and the formal arrangement with EPMU (GLA) is in progress.

## 2.0 Section 106/CIL Context

### Background

- 2.1 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 a LPA and a developer, with the intention of making acceptable development which would otherwise be unacceptable in planning terms.
- 2.2 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](#).
- 2.3 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

- 2.4 The Section 106 (S106) of the Town and Country Planning Act 1990 allows a 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 a LPA and a developer, with the intention of making acceptable development which would otherwise be unacceptable in planning terms.
- 2.5 This S106 PID is part of the Tower Hamlets Council S106 Delivery Portfolio and is aligned with the agreed Heads of Terms (HoT) for the Deed creating Planning Obligations and undertakings for the developments set out in the table below.

**Table 1: List of the S106 agreements allocated to this PID**

Planning Application	Site Address	Expiry Date	Expiry Date Note	Funding Requirements	Scheme Identified / Ring-fenced	To allocate
PA/12/03248	City Pride	22/06/2023	Committed or expended the whole or any part of any contribution towards the related object specified in clause 3.1 within a period of 7 years from date of receipt.	Towards training and development for local residents in order to increase their opportunities to access employment and training opportunities in the construction and end user phases of the development in the local area and at other locations within the borough	£236,659.83	£186,280.35
PA/14/02617	1 Bank Street	06/10/2026	Utilise within 10 years of the date of payment	The Council will apply the Employment, Training, Skills, and Enterprise contribution towards the training and development of local residents in order to increase their opportunities to access, inter alia, employment and training opportunities in construction and end user phases of the development and within the borough.	£309,288.00	£154,644.00
PA/14/01246	Enterprise Park, 2 Millharbour	TBC	Expended in full or committed within 10 years from the date of practical completion of whole development	For enterprise and employment in the borough during the construction phase of the development	£143,389.00	£71,694.50

Planning Application	Site Address	Expiry Date	Expiry Date Note	Funding Requirements	Scheme Identified / Ring-fenced	To allocate
PA/12/02055	2-4 Greenwich Place	TBC	Expended or committed within 10 years from the date of practical completion of the whole development	Towards access to employment initiatives relating to the construction phase of development in the borough	£28,159.15	£28,159.15
PA/15/02148	Copenhagen Place	TBC	Expended in full or committed within 10 years from date of practical completion of the whole development	To support and/or provide the training and skills needs of local residents in accessing the job opportunities created through the construction phase of all new development including to provide and procure the support necessary for local people who have been out of employment and/or do not have the skill set required for the jobs created.	£16,432.00	£16,432.00
PA/15/02045	221 Burdett Road	TBC	Not expended in full or committed within 10 years from the date of practical completion of the whole development	To be used towards construction training programmes	£7,916.00	£7,916.00
PA/01/01424	Former Sedgewick Centre	22/01/2020	Expend or contractually commit the same within 3 years and six months of receipt. Monies shall be repaid by the council to the owner upon demand with interest after the relevant	Employment, training and local labour in construction initiatives through skills match	£80,000.00	£80,000.00

Planning Application	Site Address	Expiry Date	Expiry Date Note	Funding Requirements	Scheme Identified / Ring-fenced	To allocate
			deadline date			
PA/14/02585	Watts Grove	No expiry date	No expiry date	Construction phase, skills a	£30,559.00	£30,559.00
PA/15/02216	Westferry Print Works	TBC	Not expended or committed the whole or part of any financial contribution within 10 years from the date of practical completion of the whole development	Construction Phase Employment and Training contribution	£237,925.08	£92,823.75
PA/14/02817	Goodmans Fields South Site	29/04/2021	Utilise or commit within 5 years of payment	Employment skills, training a	£29,823.00	£29,823.00
PA/13/00384	Former Queen Elizabeth Hospital	TBC	Not expended in full or committed within 10 years from the date of practical completion of the whole development	Access to Employment Initiatives in the Borough	£39,897.00	£39,897.00
PA/12/02055	2-4 Greenwich Place	TBC	Expended or committed within 10 years from the date of practical completion of the whole development	Towards access to employment initiatives relating to the operation or end user phase of the development in the borough	£33,032.90	£33,032.90
PA/12/02045	Middlesex Street Hotel	TBC	Expended in full or committed within five years from date of	Towards Employment and Skills Training	£32,746.64	£32,746.64

Planning Application	Site Address	Expiry Date	Expiry Date Note	Funding Requirements	Scheme Identified / Ring-fenced	To allocate
			Practical Completion			
PA/14/03660	219-221 Bow Road and 27-31 Payne Road, Bow, London E4	TBC	Not expended in full or committed within 10 years from the date of practical completion of the whole development	Towards the Council's "Access to Employment" initiatives	£29,634.71	£29,634.71
PA/16/01026	1 Greenwich View Place	TBC	Expended in full or committed within 10 years from date of practical completion	Employment and training in the end-use phase of development.	£16,902.86	£16,902.86
PA/16/01061	Anchorage House, 2 Clove Crescent, London, E14 2BE	TBC	Within 10 years from the date of Practical completion of the whole development	Towards employment and training in the end use phase of development	£28,373.02	£28,373.02
PA/11/03785	58-64 Three Colts Lane and 191-205 Cambridge Heath Road	TBC	Within 7 years from the date of Practical completion of the whole development	For provision of end user phase skills and training to residents in the borough	£9,869.43	£9,869.43
PA/13/01168	100 Whitechapel Road	TBC	Expended or committed within 5 years from the date of practical completion	Towards employment and training during the end user phase of the development	£24,574.77	£24,574.77
PA/16/02860	244-254 Cambridge Heath Road, E2 9DA	30/06/2027	In event failed to utilise all or any part of the Financial Contributions within 10 years of the payment date	Towards employment and enterprise during the end user phase	£91,947.90	£91,947.90



<b>Planning Application</b>	<b>Site Address</b>	<b>Expiry Date</b>	<b>Expiry Date Note</b>	<b>Funding Requirements</b>	<b>Scheme Identified / Ring-fenced</b>	<b>To allocate</b>
					<b>Total to allocate</b>	<b>£1,005,310.98</b>
					<b>Total required</b>	<b>£1,005,310.98</b>

- 2.6 The table above includes S106 identified from construction phase related planning agreements (a share of 36 percent of the total allocation). The ESF employment programme outputs to date demonstrate that 26 percent of ESF clients on the WorkPath programme register for construction career related information, advice and guidance and 46 percent enter jobs in the construction industry. (See 1.11 above for more detail on the WorkPath role supporting people into construction jobs).

### CIL

- 2.7 This PID does not seek approval for the expenditure of CIL funding.

## **3.0 Equalities Analysis**

- 3.1 When making decisions, 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.
- 3.2 Tower Hamlets employment service was redesigned in response to recommendations made in the Employment Review commissioned by the council in April 2016. The review included an assessment of local need and demand for employment support services. As a result the employment support, now provided through WorkPath has increased in range and diversity of services for people at many different stages of job readiness where the priority is to support long-term unemployed residents who are furthest away from the labour market and to address inequality in access to sustainable employment.
- 3.3 The ambition is towards full employment for all of the residents of Tower Hamlets, and the council considers that every resident, regardless of the barriers they face, should have access to the support, networks and skills that they need to compete equally in a competitive jobs market and achieve their full potential.
- 3.4 The council commissioned a refresh of its 2011 Local Economic Assessment (LEA) in January 2016, which demonstrated significant shifts in working populations and the working demographic. While the employment rate has gone up and unemployment (claimant rate) overall has fallen, the headline figures conceal significant and persistent geographic concentrations of worklessness in the borough along with low employment rates for some specific groups who appear over represented in the workless statistics.

- 3.5 The WorkPath programme is designed to address barriers to work, with a focus on specific client cohorts. The project uses an innovative methodology for assessing clients' barriers to work, working with a range of partners to provide support to overcome these barriers, and tracking clients' progress over time. It is closely aligned with emerging DWP policy priorities for employment support delivery. The project has identified the ten most common barriers faced by clients as:
- Lack of affordable childcare
  - Dependency/addiction
  - Lack of aspiration/motivation
  - Lack of relevant qualifications/training
  - Lack of work experience
  - Language skills (oral communication and understanding)
  - Literacy
  - Mental health/long term health issues
  - Numeracy
  - Pre-employment/soft skills
- 3.6 The council has developed a comprehensive communications plan for WorkPath that takes into account the diversity of the local community and the complexity of employment barriers that particular groups of people face. The plan details the barriers, support requirements and the outreach opportunities for specific cohorts, including:
- Women (young women, women returners, women BAME)
  - Young men
  - Over 50's
  - People with disabilities, mental health issues and learning difficulties
- 3.7 Programme impact is measured using robust performance and project management approaches. This includes equalities monitoring to analyse the impact of the service on different priority groups and programme review and evaluation so appropriate adjustments can be made to ensure the programme is effective.
- 3.8 An Equality Analysis Quality Assurance Checklist has been completed for the WorkPath programme as a whole (see Appendix 1), of which this PID forms part of. A full EA will not be undertaken as due regard to the nine protected groups is embedded in the programme approach.

## 4.0 Legal Comments

- 4.1 Legal Services considers the use of contributions to replace the Council's allocation of ESF Unlocking Opportunities funding to satisfy the terms of the S106 agreements as these require that the Council use the contributions towards local employment, training initiatives and enterprise in the borough. It is clear from the overview of this project at 5.0 of this PID that the money will be used for this purpose.
- 4.2 Some of the S106 agreements are more specific and require that the contributions are primarily used to train and develop local residents in construction phase opportunities of the development. It is helpful to see at 2.6 of the PID that *"26 percent of ESF clients on the WorkPath programme register for construction career related information, advice and guidance and 46 percent enter jobs in the construction industry"*. Therefore officers have purposefully ensured 36 percent of the contributions chosen are those which require training in construction phase opportunities. Officers will just need to ensure that this 36 percent of funding for the project remains ring-fenced for construction job opportunities. Should there be any concerns that these contributions will not be used as intended then it is recommended that the Council discusses its intentions for the contributions with the developers who were original parties to the s106 agreements. This will alert the Council as to whether there are likely to be any challenges made as to how the contributions are spent. Alternatively, if there is not as high demand in this project for construction opportunities then officers may need to consider alternative funding sources.
- 4.3 It should also be noted that technically the financial contributions received under PA/14/02585 were not made under a S106 agreement, but rather through a scheme submitted pursuant to planning condition (4). This was because the Council owns the relevant land and as a matter of law the Council cannot covenant with itself under S106 where it is also the enforcing authority. Nonetheless, we consider IDSG to be the appropriate forum to approve the use of this funding. Although this is not a S106 payment, its purpose is aligned (to make the development acceptable in planning terms) and it would have been, but for this eccentricity of public law. The Council will need to ensure that any spending of the contribution is in accordance with this scheme.
- 4.4 Subject to the above comments, we consider the funding for this PID to be in accordance with the purposes for the contributions under the S106 agreements.

- 4.5 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.
- 4.6 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.

## 5.0 Overview of the Project

- 5.1 The six Growth Boroughs were awarded £8.5m ESF funding to be matched 1:1 from boroughs to create a £17m programme to support unemployed and economically inactive people into work. The programme began delivery in January 2016 and will run for three years, ending in March 2019.
- 5.2 The table below shows the allocation of programme funding across the six boroughs. Tower Hamlets' allocation from the ESF grant is £1.4m.

*Growth Borough ESF funding allocations*

	<b>ESF grant</b>	<b>Borough match</b>	<b>Programme total</b>
Barking & Dagenham	£1,000,000	£1,000,000	£2,000,000
Hackney	£1,100,000	£1,100,000	£2,200,000
Greenwich	£1,550,000	£1,550,000	£3,100,000
Newham	£2,450,000	£2,450,000	£4,900,000
Tower Hamlets	£1,400,000	£1,400,000	£2,800,000
Waltham Forest	£1,000,000	£1,000,000	£2,000,000
<b>TOTAL</b>	<b>£8,500,000</b>	<b>£8,500,000</b>	<b>£17,000,000</b>

- 5.3 Of the £1.4m match funding already secured from Tower Hamlets, £628,400 is in kind in the form of salaries for existing staff assigned to the delivery of the programme. The balance of the match funding, £771,600, is cash match to support the provision of supporting activity such as training and childcare for programme participants.
- 5.4 In July 2017 the Growth Boroughs held an urgent meeting without the managing agencies, to discuss their concerns with the programme. At that meeting it was

confirmed that boroughs were continuing to receive conflicting information and this was causing frustration for delivery staff and preventing the regional programme delivering at full capacity. A vote of no confidence in the Accountable Body ( A B ) programme management was passed and the remaining boroughs are now seeking resolution on the programme issues themselves. The outcome of the meeting was shared with the AB in August 2017 and they have acknowledged the programme has faced both strategic and operational challenges since the start.

- 5.5 This PID sets out the requirement for funding to replace LBTH's allocation of ESF funding in order to protect the council from financial risk and ensure continued delivery of WorkPath until the end of March 2019. Although the ESF allocation is £1.4million, an amount of £1,0005,310.98 is required from S106 employment and training contributions. This is adequate to cover staff salary liabilities and allow the programme to achieve targets. This means WorkPath can continue delivery to all residents in the borough.
- 5.6 The £1,0005,310.98 proposed in this PID is the maximum amount of funding required to replace the ESF funding and continue delivery of WorkPath. The council have opted for an early exit from ESF as the targets were too difficult to achieve in a climate of constantly changing requirements and conflicting information. Had this decision not been made the council were at risk of receiving either none, or only partial payment at the end of the programme in March 2019 - because the ESF payment schedule is scaled to programme outputs. For example, penalties for underperformance range from not being able to draw down any ESF funding to a capped 'claw-back' of 35 percent of the funding based on 50 percent underperformance.
- 5.7 The amount of funding required to replace ESF will regularly reviewed. If any of the S106 funding identified in this PID is no longer required it will be returned for other employment and training related programmes of work.
- 5.8 The ESF *Unlocking Opportunities* programme is targeted towards those furthest from the labour market, including the long term unemployed and economically inactive. By withdrawing from the ESF funding and using S106 funds instead the focus can remain on vulnerable clients, furthest from the labour market. This means the WorkPath programme will continue to meet the council's Strategic Plan objectives, in particular Priority One: creating opportunity by supporting aspiration and tackling poverty.
- 5.9 The current ESF programme sets challenging targets for all of the boroughs to achieve, particularly in light of the difficulties inherent in providing employment support to the identified target groups and the strategic and operational challenges created by the managing agencies. Tower Hamlets ESF targets were to engage

and support 1,764 residents, with 518 to enter employment of which 415 were to sustain employment.

## 6.0 Business Case

### Overview

- 6.1 Delivery of the council's WorkPath programme at its current capacity is contingent on the provision of ESF funding.
- 6.2 In addition to the financial driver for the use of S106 for this project, the priorities of the ESF programme and WorkPath are well aligned to the council's own strategic priorities.
- 6.3 The Tower Hamlets Partnership's Community Plan 2015, recognises there are a large number of Tower Hamlets residents who have low skills, have not worked for some time and are a long way from being 'job-ready'. As part of the ambition to become a "fair and prosperous community", the plan sets out a number of commitments including: better supporting residents through welfare reform, and into work, through an integrated employment and support service, and; developing the skills of residents.
- 6.4 The council's 2016/19 Strategic Plan prioritises the need to create "opportunity by supporting aspiration and tackling poverty". With the ambition for residents to be in good quality, well-paid jobs, supported by the development of an Integrated Employment Service (now WorkPath).
- 6.5 The WorkPath (and ESF) delivery model supports the council's existing Employment Strategy. The strategy includes objectives to "engage those workless residents detached from the labour market and complement the work of the mainstream" and "encourage increased aspiration toward engaging with the labour market, particularly for inactive groups". The council's delivery against these objectives was strengthened by the addition of ESF-funded provision, with its focus on long term unemployed and economically inactive people.
- 6.6 Finally, the forthcoming Growth Strategy, which will supersede the Employment Strategy, will "suggest actions for engagement and activities for developing sector specific and employability skills and access to sustainable employment. The plan will consider innovative methods of engaging the community and promoting local recruitment for businesses to enhance the local economy".
- 6.7 Funding is now sought to replace the ESF contribution to WorkPath and ensure continued delivery of the WorkPath programme to protect the council from financial risk. This will enable the programme to maintain capacity so that overall outcomes can still be achieved while preventing the council budget being left in deficit

(payment in arrears means the programme budget will be spent before the council has confirmation ESF funding will be received).

- 6.8 The sum sought through this PID is not available from existing allocated budgets within the Growth and Economic Development service. If the funding is not found the council will be liable for a funding shortfall of up to £1.4 million, and WorkPath will be unable to meet its objectives, which are aligned to the council’s strategic priorities. Withdrawal from the ESF funding enables the council to redefine the programme in-line with other employment support programmes and deliver the same level of service and targets for less money.
- 6.9 The replacement funding sought from S106 contributions will reduce financial risk to the council, consolidate the council’s position with ESF and the Growth Boroughs, and enable continued delivery of the council’s WorkPath programme.
- 6.10 Since the ESF programme started in January 2016, it has been subject to numerous changes from the various managing agencies, namely DWP, the GLA’s European Programmes Management Unit and LB Hackney as the programme’s Accountable Body, regarding client eligibility, monitoring definitions and evidence requirements. All of the boroughs continue to receive unclear and conflicting guidance.
- 6.11 Due to the frequent changes to definitions, eligibility criteria and evidence requirements, the council is no longer able to evidence all of the outcomes it has achieved to the satisfaction of the managing agencies – this essentially means the original programme outcome targets are undeliverable and a significant number of achieved outcomes can no longer be included in the ESF claim - so payment will not be received for work already undertaken. For example, changes to the definition for economically inactive clients means that clients taken on to the programme and supported in the first six months of delivery can now not be counted as ESF outputs because it is not possible to provide the type of evidence of economic inactivity the managing agencies now require. From the 1044 clients that were eligible at the start of the ESF programme 46.84% are no longer eligible.

**ESF Eligibility Figures**

	<b>Originally ESF Eligible</b>	<b>Currently Eligible</b>	<b>Awaiting Verification</b>	<b>No longer Eligible</b>
<b>Number of Clients</b>	1044	42.15%	10.63%	<b>46.84%</b>

- 6.12 In addition to these challenges the financial monitoring requirements have changed and the level of detail required is difficult to provide using the current council financial systems. It should be stressed that these challenges have created programme delivery issues across all the six Growth Boroughs.

- 6.13 The managing authority (DWP) has been unable to reassure boroughs that they will receive any ESF funding. Evidence criteria for client outcomes is still confusing and continues to be subject to change and the financial monitoring is so onerous there is a significant risk that boroughs will fail to meet minimum contract requirements and therefore will not receive ESF funding. If only a proportion of targets are achieved, ESF will apply a sliding scale of funding. They also retain the right to 'claw-back' a proportion of funding for up to seven years from the end of the programme should targets not be met (which could be determined through an audit after the programme has completed).
- 6.14 The programme challenges outlined above present a significant financial risk to the council, hence the decision to leave the ESF programme from 31<sup>st</sup> December 2017. But without the ESF funding the council are liable to a deficit of up to £1.4m. However the amount required could reduce, for example if partial payment of ESF is confirmed for outputs already achieved, in which case the S106 will be released for other programmes of work.
- 6.15 Early exit from the ESF programme means further efficiencies can now be found to reduce the financial risk – in particular by redefining eligibility and evidence requirements in line with local requirements, existing WorkPath criteria and other employment programmes. This will provide more flexibility in how the programme is delivered and in the range of other funding streams that can be accessed by clients to support their journey towards employment.
- 6.16 As of yet, no ESF monies have been paid to the six Growth Boroughs and DWP cannot offer any reassurances that the funding will be forthcoming. One borough (LB Hackney, which is also the Accountable Body) has already withdrawn from the programme.
- 6.17 In order to mitigate the financial risk to the council a sum of £1,005,310.98 is sought through this PID to replace LBTH's ESF Unlocking Opportunities allocation. This is significantly lower than the original £1.4m ESF allocation, but with careful re-profiling of the programme (taking into account the increased flexibility inherent with S106 funding compared to ESF) it would be adequate to cover staff salary liabilities and other client support elements of the programme as appropriate until the end of March 2019. The match funding obligation will also reduce accordingly so there is potential to leverage funding from S106 that is already allocated to the programme as match.

- 6.18 By withdrawing from the ESF funding WorkPath's eligibility criteria and evidence requirements can now be more appropriately defined to reflect local need. These requirements will also be less resource intensive than the ESF requirements (for example, using benefits status in line with other DWP programmes, rather than requiring additional retrofit self-declarations). As a result we still expect to achieve the same overarching employment support outcomes as those set out in the ESF agreement (number of people supported, number supported into employment, number sustaining employment for six months). Previously, in order to implement all of the unforeseen changes to the programme valuable staff resources were diverted towards additional monitoring and retro-fit exercises, despite concerns these time consuming exercises would still not meet the ever-changing requirements of the managing agencies. Withdrawal from the ESF funding programme allows staff to focus resources on what they should be doing – supporting clients.
- 6.19 Note there will be a regular review of the programme's funding requirements and risk level which may mean the amount of S106 funding required reduces in the future.

#### Project Drivers

- 6.20 The replacement funding sought from S106 contributions will reduce financial risk to the council and enable continued delivery of the council's WorkPath programme.
- 6.21 In addition to this clear financial driver for the use of S106 funding for the project, the priorities of the WorkPath programme are well aligned with the council's own strategic priorities and with current labour market dynamics in the borough.
- 6.22 In particular the programme's focus on long term unemployed and economically inactive people represents an appropriate response to changes in the borough's labour market and especially in the structure of worklessness in Tower Hamlets over the last several years. While the employment rate has gone up and unemployment overall has fallen, the headline figures conceal significant and persistent concentrations of worklessness in the borough.

6.23 These persistent concentrations of long term unemployment and economic inactivity represent local residents who typically have multiple barriers to employment and need intensive support, often from a range of agencies, if they are to move into employment. Traditional job brokerage models, which focus principally on connecting job-ready clients with local employers' vacancies, are unlikely to be appropriate for these groups. Instead a more comprehensive approach to supporting clients and in particular identifying and tackling barriers to the labour market has been designed through the council's WorkPath programme.

Deliverables, Project Outcomes and Benefits

6.24 The core outputs for the ESF employment support programme in Tower Hamlets are as follows, start date of January 2016:

Starts on programme (i.e. local residents engaged and receiving support)	1764
Tower Hamlets residents into employment	518
Tower Hamlets residents sustaining employment (6m+)	414

6.25 If the ESF funding is replaced by S106 the same targets will be applied to WorkPath overall although criteria and evidence requirements can be adjusted to better reflect local delivery; for example alignment to benefit status, using evidence that is more robust but easier to access, aligning to existing WorkPath monitoring guidelines. This will increase programme flexibility but not affect the quality of the outcome. It is worth noting that ESF client represent approximately 25% of the overall WorkPath direct service delivery for which the target moving forward in 2018/19 will be:

Starts on programme (i.e. local residents engaged and receiving support)	2000
Tower Hamlets residents into employment	800
Tower Hamlets residents sustaining employment (6m+)	500

Other Funding Sources

6.26 The council is already match funding the £1.4 million ESF allocation with £628,400 from existing General Fund allocations and £771,600 from S106 contributions (see ESF Employment Support PID). The amount of match funding that is actually required will reduce proportionally if a partial payment of ESF is received for work undertaken so far (for example, if we only receive 50 percent of the ESF funding then we will only be required to provide 50 percent of the match).

## Related Projects

- 6.27 WorkPath includes a number of projects in its core delivery model and works in partnership with a wide range of employment support providers, training providers and employers across the borough. WorkPath clients go on to work in many different sectors including construction, hospitality and health. WorkPath provides support to sector specific training programmes by identifying candidates, preparing people to succeed on courses (for example help with childcare, debt management and basic skills) and then brokering appropriate job opportunities.
- 6.28 Of particular relevance to this PID is the role WorkPath plays to make the new construction training project successful. To date 26 percent of eligible ESF clients have registered for support with construction careers and 46 percent have entered construction related employment. If WorkPath cannot run at capacity it will not be able to support as many clients, and therefore referrals into the construction training project and the overall numbers of people available and ready to start construction jobs will decrease.
- 6.29 Although WorkPath supports other S106 funded projects the performance monitoring is designed to prevent service duplication, double counting and competition for outcomes.

## **7.0 Approach to Delivery and On-going Maintenance/Operation**

- 7.1 ESF funding is monitored on a monthly basis and funding claimed in arrears. If replacement S106 funding is made available the current monthly reviews of programme performance will continue with formal reporting on a quarterly basis in line with S106 and wider WorkPath monitoring requirements.
- 7.2 The WorkPath employment programme provides a user focused approach, offering tailored support to meet the specific needs of individual clients. Newly-engaged clients receive a preliminary assessment of their level of job readiness and their support needs. Those who are job-ready, or who require only minimal assistance to be able to access the labour market (for example CV preparation or specific short-term vocational training), are referred directly to a brokerage officer who will provide support in preparing and applying for job vacancies. Clients who are not job ready are referred to a caseworker in the information, advice and guidance (IAG) team.
- 7.3 The IAG caseworker undertakes a comprehensive assessment of the resident's aspirations and needs as well as their barriers to employment. They are then responsible for ensuring that the client is referred to appropriate sources of support for their needs from the very beginning of their engagement with the service. This approach avoids the need for re-assessment by each successive provider or

multiple re-referrals to find the appropriate provision.

- 7.4 The caseworker continues to be the client's main point of contact throughout their journey into employment, irrespective of their level of job-readiness on initial engagement or the duration of support required. They maintain an overview of all the services available to residents (whether they are offered within WorkPath, by other services within the council, or by partner organisations) and coordinate this support on behalf of the client, continually assessing the impact of each intervention.
- 7.5 This integrated employment support model operates across Tower Hamlets and all industry sectors, and is open to all borough residents. The service is based at the WorkPath office in Upper Bank Street with outreach in key locations such as children's centres and Idea Stores, to ensure that it is accessible to residents.
- 7.6 In order to resource the delivery model for the ESF programme, a temporary project delivery structure was put in place which permits staffing capacity to be reallocated within the service. This structure includes substantially increased information, advice and guidance (IAG) capacity which is at the core of the intensive employment support provided to residents who are furthest from the labour market.

## **8.0 Infrastructure Planning Evidence Base Context**

- 8.1 Whilst the reported Evidence Base (2016) does not directly identify projects focusing on employment programmes such as the Council's WorkPath programme which this PID seeks funding for, it makes reference to a body of plans, policies and strategies relating to the wider skills training and education of residents.
- 8.2 In addition to the above, the Evidence Base references the Council's adopted Employment Strategy, which aims to: "...outline how best to help Tower Hamlets residents' capitalise on the dynamic employment growth occurring around them."
- 8.3 It is noted that, whilst job creation within Tower Hamlets will increase from 261,000 in 2014 to 465,000 in 2036, a growth of 78% (compared to 14% in London as a whole), for most current employment performance indicators it is clear that Tower Hamlets falls below the average performance of other London Boroughs, and that there is therefore in need of investment to increase employment opportunities for residents. Whilst the current Evidence Base is here referring to capital infrastructure, the provision of training, support and information, the support which this PID seeks to provide will provide a compliment to the overall desire to increase employment and economic activity within Tower Hamlets.

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

- 9.1 The S106 sought with this PID is solely for replacing the ESF Unlocking Opportunities allocation and ensuring continued delivery of WorkPath until March 2019. The funding will be used to meet the revenue costs of delivering the existing WorkPath programme and reduce financial risk to the council.
- 9.2 WorkPath has been designed to meet the council's strategic plan objective to create opportunity by supporting aspiration and tackling poverty. The replacement funding ensures the programme will continue to support Tower Hamlets residents into sustainable employment.
- 9.3 If S106 funding is not identified to replace the ESF funding, WorkPath will no longer be able to deliver at capacity. A re-profiling of the programme would be required, with restrictions placed on eligibility and intensity of support, to help manage down programme demand. This will make it challenging to retain the focus on the most vulnerable, harder to reach groups.
- 9.4 WorkPath provides a central, scalable model for additional employment support programmes to link into. Without WorkPath running at capacity the added value of such a collaborative approach to employment support delivery will be lost.
- 9.5 Withdrawing from ESF has not impacted the council's relationship with the managing agencies and the other Growth Boroughs. Detailed negotiations have taken place with relevant stakeholders to minimise any risk to partners. And LB Hackney's earlier withdrawal from the programme has been used as a model for LBTH's exit at the request of the AB.
- 9.6 Every opportunity to reduce the amount of S106 required to replace ESF will be sought so that where possible, and without compromising WorkPath's delivery to priority groups, the funding can be returned and made available for other employment and training projects.

## **10.0 Local Employment and Enterprise Opportunities**

- 10.1 The Growth Boroughs' ESF funded employment support programme, for which replacement funding for Tower Hamlets is sought through this PID, is directly

concerned with increasing employment opportunities for residents by providing intensive support to help those furthest from the labour market to access work. It closely supports the objectives of the Employment Strategy, the Review of Employment Delivery, as well as other strategic objectives relating to Growth and Economic Development.

## 11.0 Financial Programming and Timeline

### Overall Project Budget

<b>Table 1</b>			
<b>Financial Resources</b>			
<b>Description</b>	<b>Amount</b>	<b>Funding Source</b>	<b>Funding (Capital/ Revenue)</b>
Project delivery - funding to underwrite the £1,400,000 ESF allocation ( <b>contingency</b> )	£1,005,310.98	S106 ( <b>through this PID</b> )	Revenue
Project delivery – salaries in kind	£628,400	Existing General Fund allocation	Revenue
Project delivery – ancillary costs	£771,600	Existing S106 allocation	Revenue
<b>Total</b>	<b>£2,405,310.98</b>		

- 11.1 This PID seeks S106 as replacement for ESF Unlocking Opportunities funding and to ensure continued delivery of WorkPath until the end of March 2019. Any funding that is not spent, or no longer required, will be returned to the S106 portfolio.

### Project Management

- 11.2 The council's Growth and Economic Development team manages the employment support project, WorkPath and so will manage the S106 funding. Costs are already included in the existing General Fund and S106 allocations for WorkPath.

## Financial Profiling

<b>Table 2</b>						
<b>Financial Profiling</b>						
<b>Description</b>	<b>Year 2 (16/17)</b>	<b>Year 3 (18/19)</b>				<b>Total</b>
	<b>Q4 Jan- Mar 2018</b>	<b>Q1 Apr- Jun 2018</b>	<b>Q2 Jul- Sept 2018</b>	<b>Q3 Oct- Dec 2018</b>	<b>Q4 Jan- Mar 2019</b>	
Project delivery	201,062.20	201,062.20	201,062.20	201,062.20	201,062.18	1,005,310.98
<b>Total</b>	<b>201,062.20</b>	<b>201,062.20</b>	<b>201,062.20</b>	<b>201,062.20</b>	<b>201,062.20</b>	<b>1,005,310.98</b>

## Outputs/Milestone and Spend Profile

<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>
1	1764 starts on programme (cumulative)	£201,062.20	March 2018
2	518 job entries (cumulative)	£402,124.39	September 2018
3	414 sustained jobs (cumulative)	£402,124.39	March 2019
<b>Total</b>		<b>£1,005,310.98</b>	

## 12.0 Project Team

12.1 Information regarding the project team is set out below:

- Project Sponsor: Vicky Clark, Divisional Director, Growth and Economic Development
- Project Manager: Michael Cunningham, Economic Programmes Manager, Growth and Economic Development

### 13.0 Project Reporting Arrangements

<b>Table 4</b>			
<b>Group</b>	<b>Attendees</b>	<b>Reports/Log</b>	<b>Frequency</b>
Growth and Economic Development programme board	Divisional Director, Growth and Economic Development	Progress reporting; Key risks and issues; Monitoring; Evaluation;	Quarterly

<b>Table 4</b>			
<b>Group</b>	<b>Attendees</b>	<b>Reports/Log</b>	<b>Frequency</b>
	(Chair), Economic Programmes Manager, Apprenticeship Training & Skills Manager, Employment & Enterprise Manager, Directorate Finance representative and relevant project managers from within the service	Delivery plan revisions;	
LB Hackney – accountable body monitoring	Officers from LB Hackney and GLA European Programmes Monitoring Unit	As above – regarding project delivery until end of December 2017 and end of June 2018 for sustained jobs.	Quarterly until end of June 2018

## 14.0 Quality Statement

14.1 The project will adhere to quality guidelines put in place for the Growth and Economic Development service as a whole and for the delivery of council employment support services in particular. It is anticipated that the Matrix Standard for information, advice and guidance services (or other equivalent quality framework) will be put in place for the employment delivery functions of the Growth and Economic Development service during the lifetime of this project.

## 15.0 Key Risks

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

Table 6							
Risk No.	Risk	Triggers	Consequences	Controls	Likelihood	Impact	Total
1	Lack of engagement from local residents	Beneficiary engagement	Inability to deliver a cost-effective project	Substantial numbers of potential beneficiaries have already been identified from the service's existing client base, and arrangements have been made with key partners including Jobcentre Plus for referral of clients onto the programme. However, contingency engagement plans will be put in place.	1	2	2
2	Unable to recruit suitable staff	Recruitment	Unable to deliver a service that meets the high standards required	Utilise existing LBTH recruitment channels, promote to relevant stakeholders and explore secondment options	2	2	4
3	Support provision to address client barriers	Client assessment and referral mechanisms	Unable to identify and/or provide appropriate provision to meet client needs	Comprehensive mapping of existing partner provision and establishment of referral pathways through Integrated Employment Service partnership	1	2	2

Table 6							
Risk No.	Risk	Triggers	Consequences	Controls	Likelihood	Impact	Total
4	Replacement S106 funding not spent	More ESF funding received than anticipated or other factors necessitate restructure of WorkPath programme	S106 is no longer required	Regular review of programme finances and forecasting. Release of funding back into S106 portfolio for allocation to other projects.	2	2	4
5	Duplication with other S106 employment projects	Lack of clear monitoring criteria and project guidelines	Double counting of outcomes leads to inaccurate reporting, competition for outcomes	Business planning of in- house project delivery and commissioning prevents duplication and ensures any new activity fills gaps and complements existing provision. Clear guidelines issued to front line staff.	2	2	4

## 16.0 Key Project Stakeholders

16.1 The key stakeholders are shown in Table 5 below and have been engaged from the earliest stages of the project and will be through to project closure.

Table 5			
Key Stakeholders	Role	Communication Method	Frequency
Long term unemployed or	Potential clients	Appropriate engagement tools	As required

<b>Table 5</b>			
<b>Key Stakeholders</b>	<b>Role</b>	<b>Communication Method</b>	<b>Frequency</b>
economically inactive residents		and techniques will be used to engage and support identified target groups	
Elected members	Strategic direction and accountability for achievement of strategic objectives (some of which this project will deliver against)	Regular 1:1s with lead member, further updates as required	Weekly 1:1s, additional as required
Integrated employment service partners	Client referrals, support to overcome identified barriers	Regular meetings, emails, telephone etc.	As required
Tower Hamlets Council S106 project manager	Overseeing delivery of project, providing PCOP with progress reports.	Regular reports and updates via agreed reporting routes, by email or telephone	Quarterly
LB Hackney	Growth Boroughs accountable body	Regular meetings and formal reporting	Quarterly until ESF claims complete.

## 17.0 Stakeholder Communications

17.1 The development of any promotional material (website pages, leaflets, posters,

banner stands and social media messages) will be led by LBTH Growth and Economic Development in conjunction with LBTH Communications Team. In all our project communications the service will:

- Utilise the communications channels used by the customers that we support
- Demonstrate value for money in all aspects of the project

17.2 The Communications Plan is built on the following approach:

- Leverage of existing services and networks (WorkPath) to make contact and recruit clients onto the programme
- Engage, inform and recruit new clients via outreach and through use of local communications tools, community events and social media such as Twitter/Facebook
- Targeted approach based on identifying appropriate an outreach and marketing approach for priority groups

17.3 LBTH's Growth and Economic Development Service has an established network of partners and these are being formalised into the new WorkPath service that will bring together all relevant stakeholders in order to rationalise service delivery and provide holistic support to addressing local residents' employment barriers. It receives referrals and actively recruits clients through in-house employment services and other partners such as:

- Jobcentre Plus
- Local Housing Associations
- Public Health
- Existing internal employment and training programmes (e.g. Working Start, Women in Health)
- Internal council departments (e.g. Troubled Families, Safer Communities Team, Parent and Family Support, Benefits, Housing, etc.)
- LBTH Careers Service
- LBTH Children's Centres
- Community Hubs/Centres
- Local Schools Network
- Community/Third Sector organisations operating in the borough (e.g. Limehouse Project, The Prince's Trust, etc)
- Mental Health and Disability Community Organisations (e.g. Mind, Tower Project, Deafplus, etc.)

- Local training providers
- Skills centres (e.g. Tower Skills)

17.4 The above list is not exhaustive and the service is constantly seeking and building relationships with new stakeholders.

17.5 The key communication tools which the Growth and Economic Development Service uses for regular communication are:

- Employment and Skills webpages on LBTH website (and the staff intranet)
- Regular articles/advertisements in the council’s free newspaper East End Life, distributed to every home in the borough
- Leaflets, posters and pdfs sent via emails to partners, community hubs, libraries and leisure centre, contact centres, GP surgeries and children’s centres, etc
- LBTH Growth and Economic Development Service presence at recruitment and community events across the borough
- Emailing opportunities to existing eligible clients
- Contacting via telephone existing eligible clients
- Word of mouth

## 18.0 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	Ann Sutcliffe		
Divisional Director			

## Project Closure

*[Please note that once this project has been completed a Project Closure Document is to be completed and submitted to the Infrastructure Planning Team and the S106 Programme Manager.]*

## **Appendices**

*[Amend as necessary]*

Appendix A: Recorded Corporate Director's Action Form;

Appendix B: Risk Register;

Appendix C: Project Closure Document

## Project Closure Document

<b>Project Closure Document</b>							
<b>1.</b>	<b>Project Name:</b>						
<b>2a.</b>	<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.	<b>Please Tick ✓</b> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;"><b>Yes</b></td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;"><b>No</b></td> <td style="width: 25%;"></td> </tr> </table>		<b>Yes</b>		<b>No</b>	
<b>Yes</b>		<b>No</b>					
<b>2b.</b>	<ul style="list-style-type: none"> <li>Key Outputs <i>[as specified in the PID]</i></li>   <li>Outputs Achieved <i>[Please provide evidence of project completion/delivery e.g. photos, monitoring returns / evaluation]</i></li>   <li>Employment &amp; Enterprise Outputs Achieved <i>[Please specify the employment/enterprise benefits delivered by the project]</i></li> </ul>						
<b>3a.</b>	<b>Timescales</b> I confirm that the project has been delivered within agreed time constraints.	<b>Please Tick ✓</b> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;"><b>Yes</b></td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;"><b>No</b></td> <td style="width: 25%;"></td> </tr> </table>		<b>Yes</b>		<b>No</b>	
<b>Yes</b>		<b>No</b>					
<b>3b.</b>	<ul style="list-style-type: none"> <li>Milestones in PID <i>[as specified in the PID]</i></li>   <li>Were all milestones in the PID delivered to time <i>[Please outline reasons for any slippage encountered throughout the project]</i></li>   <li>Please state if the slippage on project milestone has any impacts on the projects spend (i.e. overspend) or funding (e.g. clawback)</li> </ul>						
<b>4a.</b>	<b>Cost</b> I confirm that the expenditure incurred in delivering the project was within the agreed budget and spent in accordance with PID	<b>Please Tick ✓</b> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;"><b>Yes</b></td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;"><b>No</b></td> <td style="width: 25%;"></td> </tr> </table>		<b>Yes</b>		<b>No</b>	
<b>Yes</b>		<b>No</b>					
<b>4b.</b>	<ul style="list-style-type: none"> <li>Project Code</li>   <li>Project Budget <i>[as specified in the PID]</i></li>   <li>Total Project Expenditure <i>[Please outline reasons for any over/underspend]</i></li>   <li>Was project expenditure in line with PID spend profile <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	
		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.	Lessons learnt				
	<ul style="list-style-type: none"> <li>• Project set up <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>• Outputs <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>• Timescales <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>• Spend <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>• Partnership Working <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>• Project Closure <i>Please include brief narrative on any issues faced/lessons learned project closure]</i></li> </ul>				

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