

<b>Item No.</b> 9.	<b>Classification:</b> Open	<b>Date:</b> 26 June 2018	<b>Meeting Name:</b> Cabinet
<b>Report title:</b>		Southwark Skills Strategy – Delivery Plan	
<b>Ward(s) or groups affected:</b>		All wards	
<b>Cabinet Member:</b>		Councillor Kieron Williams, Jobs, Skills and Innovation	

## **FOREWORD – COUNCILLOR KIERON WILLIAMS, CABINET MEMBER FOR JOBS, SKILLS AND INNOVATION**

Few things are more important in life than developing the skills you need to get by and get on. The right skills open up opportunities for more rewarding work, better pay, giving back more to your community and pursuing your dreams. The Southwark Skills Strategy and the delivery plan for it set out in this report have been developed to make sure everyone in our borough has the opportunity to develop the skills they need to succeed in their life.

The strategy builds on the remarkable progress we have made in Southwark over recent years. 93% of our schools are now rated good or outstanding. The proportion of young people (16-18 years) who are not in education, employment or training in our borough has significantly reduced over recent years. The number of working age adults in Southwark who have degree level or higher qualifications is up from 43% in 2010 to 63% last year. Our Construction Skills Centre has been held up as a model of best practice, with over 5,000 people already having benefited. And we have led the way in creating quality apprenticeships. For example, Southwark Council was responsible for creating 41% of the 2,052 apprenticeships created by London boroughs in 2016-17 through our work under the Southwark Apprenticeship Standard.

This delivery plan sets out how we will go further. It has been developed by bringing learners, employers, providers and funders together to agree the actions we can take to help more people in our borough gain the skills they need.

In a time when new technology is rapidly changing the skills people need and with most people now pursuing several careers during their working lives, it is crucial that we have the right mix of learning opportunities so people can upskill and retrain when they need to. This plan sets out the contributions that partners from every part of the skills system in our borough will make to help achieve that goal.

It includes wide ranging actions by the council including our commitment to support the creation of 500 paid internships for young people from low income backgrounds, to create another 2,500 Southwark apprenticeships, to make sure local people can access basic English, maths and digital skills training and to invest £5 million in our partnership with LSBU in the creation of the Passmore Centre to provide a gateway for learners into higher professional and technical education. It also includes extensive actions by local employers, schools, colleges and universities.

Through these combined actions this plan will ensure opportunities to learn new skills and to progress are available for all in our borough.

## **RECOMMENDATIONS**

### **Recommendations for the Cabinet**

1. That cabinet approves the proposed Southwark Skills Strategy Delivery Plan contained in Appendix 1 of this report.
2. That cabinet notes that the plan is kept live, with key local partners working with the council in the delivery, monitoring and review of actions.
3. That cabinet receives an update on progress in 12 months time.

### **Recommendation for the Leader of the Council**

4. That the leader of the council delegates to the cabinet member for jobs, skills and innovation the authority to respond to the GLA's consultation on the adult education budget commissioning framework.

## **BACKGROUND INFORMATION**

5. Southwark's Skills Strategy Delivery Plan will seek to improve the local skills offer and ensure that residents are able to access the employment opportunities on their doorstep. Southwark learners tell us that they would like to see an improvement in the careers information that is offered at all ages and in the work experience opportunities that are available to them. They want skills provision that is relevant to today's labour market and want to be able to access a diverse range of vocational routes that lead to career progression. The delivery plan will also assist employers to get involved in providing relevant careers information, to engage with learning providers and to encourage residents into a wider range of sectors.
6. In March 2017 Cabinet noted the recommendations of the Government's 2016 Area Based Review of Skills and endorsed the recommendation to develop a local skills strategy. The resulting Southwark Skills Strategy was developed over the summer of 2017 in partnership with learner representatives, further and higher education providers, businesses (including the council's Business Forum) and schools, with a view to supporting the delivery of a high quality further education (FE) and skills offer in the borough.
7. The Southwark Skills Strategy was formally adopted by the council at December 2017 cabinet meeting. It was recommended that officers develop a delivery plan to set a framework for the implementation of the strategy. The plan has therefore been developed in partnership that has included working group meetings, presentations to key stakeholder groups and conversations with individual partners.
8. The vision of Southwark's Skills Strategy aligns with the proposed Council Plan for 2018-22, which sets out a vision for a full employment borough, where everyone has the skills to play a full part in the economy.
9. It also aligns to the council's Economic Wellbeing Strategy, that "*by 2022 Southwark will have a high quality skills offer that is accessible and responsive to*

*learner and employer needs. The offer will support all learners to build resilience and develop valuable skills for a strong local economy now and in the future.”*

10. To achieve the vision, three priority aims are proposed:
  - Residents have the opportunity to gain the type and level of skills they need to access local opportunities and progress in the labour market
  - Employers invest in their workforce and have access to training provision that responds to their needs and allows them to recruit locally
  - Employers and providers work collaboratively to develop a local skills offer that is responsive to the needs of the local economy
11. The development of the delivery plan has been undertaken in close collaboration with key partners from across the borough. This is so there is a consistency in vision and ambitions across Southwark and the wider sub-region, and to help ensure that available resources are maximised.
12. The delivery plan focuses on key objectives under the headline themes of learners, employers, providers and funders, setting out the short, medium and long term priorities and how these would be achieved and measured. The delivery plan also proposes partnership arrangements for overseeing the implementation of the plan and includes the key risks and related mitigating actions.
13. The delivery plan is integral to the broader sub-regional work that is underway to improve the quality of the FE and skills offer in London and ensure local leadership influences how the Adult Education Budget (AEB) is prioritised when this is devolved to London from 2019-2020. It is aligned to the emerging Mayoral priorities and the delivery of the London Skills Strategy, the AEB commissioning framework and the proposed Central London Forward (CLF) Skills Strategy.

## **KEY ISSUES FOR CONSIDERATION**

14. The skills strategy identifies key challenges for achieving a high quality local skills offer and the delivery plan sets out how these will be addressed. Through the plan, all partners want to harness local assets and use resources effectively to deliver an improved skills offer for learners and employers. Set in the context of a dynamic provider market and changing policy landscape, the plan recognises the structural and financial challenges in the skills system and it will provide a framework to deliver local solutions through greater collaboration.
15. The council has already set in motion a number of actions that will form part of the delivery plan. These include but are not limited to:
  - Commissioning of the Southwark Construction Skills Centre (SCSC) at Elephant and Castle in partnership with Lendlease, which supports Southwark residents with the skills needed to enter and build a career in construction. Awarded as an exemplar kite mark for quality training provision by the Mayor of London, the SCSC is also developing opportunities for partnerships across sectors with schools and in further and higher education.

- Southwark Council and London South Bank University (LSBU) are working in partnership to create the Institute of Professional and Technical Education (IPTE). The Passmore Centre, which opens in October 2018, will provide a gateway for learners into higher professional and technical education, with the opportunity for at least 1,000 Southwark residents to have started a high quality apprenticeship by 2023.
  - Establishing the Southwark Business Forum to grow relationships with major local employers and more effectively work with private sector partners on issues affecting business in the borough.
  - Creating quality apprenticeships through the Southwark Apprenticeship Standard and setting the standard for quality apprenticeships in Southwark, addressing secure employment, payment of the London Living Wage, quality training provision, and mentoring and support. Direct support has been provided for local businesses, linking business support to apprenticeship creation at all skill levels and lobbying for the use of the apprenticeship levy to support small businesses. The council has also been promoting these opportunities to residents through media campaigns and provision of pre-apprenticeship support.
  - Building on our employment programmes, such as Southwark Works, supporting over 5,000 people into jobs since May 2014.
  - A thriving Education Business Alliance (EBA) offering services to schools and businesses to enhance pupils' work-related learning skills. The EBA is instrumental in the design and delivery of a wide range of activities which connect young people with the world of work (e.g. work experience) and opportunities for employment in Southwark and London (e.g. annual Careers Fair).
  - Delivering the local authority's statutory duty to raise the participation age (RPA). This duty centres on 16 and 17 year olds' participation in education, training and employment. Skilled advisors work with the Southwark resident cohort (approx. 5,200 young people) to achieve highest possible participation rates.
  - Southwark Adult Learning Service, delivered in partnership with a range of providers, offers a broad range of learning activities for post-19 year olds that complement professional development and improve adults' job-readiness.
16. The delivery plan is structured over four main themes. This is because of the multifaceted structure of the skills system and of those operating within it and, most importantly, those affected. The four themes are:
- **Learners** – Southwark learners who learn in a number of different settings; schools, colleges, universities, at work, and at home. They learn to build knowledge, to develop specific skills, gain a sense of achievement and self worth.
  - **Employers** – The micro, small and medium and large employers in the borough provide opportunities for people to develop work place skills and gain employment opportunities. Their engagement in the skills system helps to ensure training is relevant to their skills needs now and in the future.

- **Providers** – There are many skills providers in the local area. Schools, University Training Colleges (UTCs), Further Education Colleges, Sixth Forms, Adult Education, apprenticeship providers, universities as well as employment support providers are all part of the skills infrastructure, and have been the subject of much policy and funding changes over the years.
  - **Funding** – The plan seeks to strengthen local influence over the government funding available to support the skills system such as the Adult Education Budget as well as the Apprenticeship Levy.
17. Each theme contains ambitions and aims that lay the foundations for developing a local skills offer that is inclusive and responsive to need. The strategy sets out a high level of ambition, requiring local partners, including the council, to tackle complex and multi faceted issues; taking immediate actions where we can; and creating the basis for longer term changes. In implementing the delivery plan, there will need to be flexible so our local skills offer responds and adapts to new challenges and takes advantage of resources and opportunities that become available. Taking each theme in turn:
18. **Learners**  
The delivery plan sets out the following ambitions and aims:
- Young people in secondary education receive a co-ordinated approach to early school based work related learning and impartial advice
  - Schools, colleges, work-based learning providers and universities are able to join forces to enable flexible learning journeys
  - Southwark has a culture of equal access for all
19. Working collaboratively, in Southwark we will:
- **Develop a coordinated all-age careers IAG offer:** work with careers leads in schools and colleges to develop a coordinated careers advice model, taking best practice from other areas and involving local employers
  - **Develop an apprenticeship and wider vocational learning campaign:** evaluate the achievements of the apprenticeship campaign in promoting apprenticeships and other vocational routes to learners and employers; assess where improvements could be made
  - **Evaluate the quantity and quality of supported internships:** test new approaches to supported employment pathways (such as supported internships)
  - **Explore opportunities in the re-commissioning of local employment support:** consider how this can better integrate with the Adult Learning offer and vocational provision
20. **Employers**  
The delivery plan sets out the following ambitions and aims:
- Current and future skills needs are better understood and communicated
  - Employers are able to engage with skills providers about their skills needs
  - Employers are able to meaningfully engage with young people and those who want to progress, to communicate the range of opportunities available
  - Employers are supported to offer equal access to opportunities that develop work place skills
21. Working collaboratively, in Southwark we will:
- **Hold discussions with employers about how to better engage them in the development of sector vocational routes:** continue to engage with developers like Grosvenor and British Land to create local skills pathways in

their development and legacy plans. Include sector specific employer engagement as part of the developing careers offer

- **Explore the use of digital platforms as a mechanism to better match jobs and skills**
- **Review sources of labour market intelligence and existing relationships with businesses:** prepare Southwark / Central London sector specific employer insight that draws out links between employment opportunities and skills provision
- **Use intelligence from employers to understand their needs post Brexit**

## 22. Providers

The delivery plan sets out the following ambition and aims:

- Vocational learning opportunities are promoted, leading to more people taking on careers in target sectors (i.e. hospitality, tourism, construction, health and social care, digital)
- Providers are able to deliver a broader range of upskilling courses that both meet the needs of employers and are accessible to vulnerable learners

## 23. Working collaboratively, in Southwark we will:

- **Review providers' offers and specialisms in the context of labour market information from key sectors**
- **Develop partnership arrangements that enable providers and employers to work together more collaboratively:** encourage partnerships that can secure funding and work together to promote vocational routes; support training providers to deliver more relevant training; work with providers to understand wider outcomes to their skills delivery and how this can be measured in the new GLA commissioning framework
- **Examine pastoral care/additional support needs of learners**

## 24. Funders

The delivery plan sets out the following ambitions and aims:

- Formalised partnership arrangements will give partners greater chance to influence funding proposals and explore opportunities for joint bidding

## 25. Working collaboratively, in Southwark we will:

- **Develop partnership arrangements that allow learners, providers and employers to collaborate locally:** and determine where funds should be directed to address gaps in provision
- **Explore opportunities to develop an employer funded model to address local skills needs**
- **Work with sub-regional partners to:**
  - develop proposals for outcomes based skills commissioning
  - lobby for Apprenticeship Levy localisation
  - explore opportunities through the GLA's Structural Infrastructure Pot

## Skills devolution

26. In the autumn of 2016 it was announced that London's Adult Education Budget (AEB) would be delegated to the Mayor of London from 1 August 2019 under the 'devolution arrangement'. Through this arrangement the Mayor will be responsible for the commissioning, delivering and management of London's AEB. The principal purpose of the AEB is to provide the skills and learning that adults need to equip themselves for work, an apprenticeship or further learning.

Devolution is also intended to enable more tailored programmes of learning to be made available, which do not need to include a qualification, to help those furthest from learning or employment.

27. This cabinet report recommends that the Leader of the Council delegates authority of the council's response to the GLA's forthcoming consultation on the Adult Education Budget commissioning framework to the Cabinet Member for Jobs, Skills and Innovation. Officers expect this consultation to commence in summer 2018. The council's response will be based upon this local skills strategy and delivery plan, with an emphasis on the need for local solutions, quality skills provision, promotion of vocational routes and effective careers information and guidance.

### **Making it happen – implementing the delivery plan**

28. The delivery plan includes a proposed governance structure to oversee implementation of actions. It is proposed that membership would include the Cabinet Member for Jobs, Skills and Innovation, alongside a number of significant stakeholders:

**Learners** - through the Youth Council, and representatives of adult learners including those in the workplace

**Employers** - focused on key sectors such as construction, health and social care, retail / tourism / hospitality

**Providers** - school representatives, higher education, further education, adult education

**Funding** - GLA / sub regional representation

**Others** - the council's Local Economy, Education and Regeneration teams

29. It is proposed that the delivery plan remains a 'living' document, with a partnership group reviewing and advising on skills delivery and reviewing actions which will feed into the council's normal performance monitoring process. The partnership group will be established following cabinet approval, and will have their initial meeting by September 2018.

30. The proposed key functions of the partnership group are:

- Ensure ongoing cross partnership support for the skills strategy and delivery plan
- Endorse, support and ensure partners deliver activity as set out in the delivery plan
- Oversee the progress of the delivery plan and review outcomes
- Advise on future skills activity
- Influence and inform sub-regional decision makers, ensuring that Southwark's voice is heard in key fora.

31. It is expected that the plan will evolve as delivery is ongoing. If more fundamental change to the strategy or the delivery plan is required this will be subject to usual council decision making processes. A first year review of progress will be undertaken in June 2019.

### **Policy implications**

32. The delivery plan is in line with the proposed Council Plan 2018-22 and

Economic Wellbeing Strategy. This includes:

33. A full employment borough:
  - Make Southwark a full employment borough
  - Help 5,000 more people into work and create 2,500 new apprenticeships
  - Introduce a Southwark Good Work Standard
  - Make sure everyone has basic qualifications in English and maths, provide one to one support for low paid workers to help them get better paid jobs, and improve access to financial support to those who need additional funding for courses
  - Make sure that 500 young people from low income backgrounds get paid internships with London's best employers
  
34. A great start in life
  - Guarantee education, employment or training for every care leaver
  
35. The Skills Strategy for London was published in June 2018. The key priorities are as follows:
  - empower all Londoners to access the education and skills to participate in society and progress in education and work
  - meet the needs of London's economy and employers now and in the future
  - deliver a strategic city-wide technical skills and adult education offer.
  
36. In their inaugural meeting on 10 October, the Central London Forward Employment and Skills Board discussed and agreed three key priorities for the CLF Skills Strategy to be:
  - Outcomes based approach, in particular to focus on employment and skills progression as a core outcome for funding skills support, using monitoring to inform commissioning decisions, and drive information, advice and guidance (IAG) for careers services. A proposed high level target for the outcomes based approach should be to: bridge the employment rate gap between CLF residents with low or no skills and the London average.
  - CLF's key sectors should be prioritised in the Skills Strategy, such as health and social care, construction, creative and digital, financial and professional services, hospitality, food and beverage. The Strategy should develop how CLF boroughs can work with these employers on creating career and progression pathways for those who do not have Level 4 qualifications. The sectors to target efforts should be growth areas and those at risk from any Brexit-related shift in visa policy.
  - Closing the apprenticeships participation gap. Closing the Apprenticeship Levy gap between Central London and the London average, and generally to increase the number of apprenticeships and those available at higher level.
  
37. Southwark's Skills Strategy is aligned to London and sub-regional aims and priorities noted above. It emphasises the need for good work and the ability to progress in the labour market, addressing skills shortages and meeting the needs of the economy now and in the future. It supports the Mayor's aims to

boost the technical and adult education offer and the sub regional priority for the skills system to focus on employment outcomes.

38. Mirroring sub-regional ambitions, Southwark's strategy aims to address skills shortages in specific sectors for example by building on the Southwark Construction Skills Centre model. It aims to ensure that any unspent Apprenticeship Levy funding is directed to where it is most needed and used to create apprenticeships in micro and small businesses locally.

### **Community impact statement**

39. The Skills Strategy and associated delivery plan is key to ensure wider wellbeing. The strategy recognises that the development of skills delivers wider social value.
40. Set out below is an overview of the assessment of impacts on the community, this includes the equality analysis carried out in October and November 2017, and reviewed in April 2018, on the strategy. Specific measures and actions to address inequalities and assessment of the impact on protected characteristics in line with the Equality Duty will be developed as part of delivery plan implementation as relevant. The analysis will therefore be ongoing. It will be a role of the partnership group to consider ongoing equalities implications at a strategic level.
41. The Skills Strategy will impact on the whole community in all wards, including the borough's business community. A core aim of the strategy is to identify what actions the council and partners can take to create a local skills offer that responds to the needs of local people and the local economy. Improving the local offer, but focusing on residents and learners who are more likely to fall through gaps in the system.
42. While the numbers of young people claiming JSA and those 'not in education employment or training' continues to fall, 18-24 year olds are still more likely to struggle to find work than older, more experienced workers, and some, including children leaving care, often need additional support. The strategy sets out to ensure better co-ordination of the many different efforts to help young people in Southwark make informed choices about their future, are well supported during key transitions, have the opportunities to build work place skills and can enter the world of work.
43. The council and partners will raise the profile of older people in the labour market, ensure local provision is responsive to employer needs and older people are able to access training in and out of work. For today's workforce, lifelong learning and skills development is crucial to maintaining earnings in a rapidly changing labour market.
44. There is a gender pay gap in the borough, with women earning less than men on average. There is also a gender employment gap with women more likely to be out of work or unemployed. A higher proportion of the female working age population in Southwark have no qualifications, and a higher proportion of males are qualified at higher level. The strategy commits to promoting the London Living Wage and ensuring training is available at flexible times thus widening access to local opportunities.
45. The delivery plan commits to examining the pastoral care (such as childcare and

support for people with additional needs) that is needed to encourage learners to complete skills provision. Through greater exposure to a wider range of career opportunities from a young age and the development of work place skills the strategy also aims to encourage more females to enter sectors where they are currently under-represented. Examples of such sectors are science, technology, engineering, maths (STEM) and construction.

46. The skills attainment rate for people from some ethnic minorities is lower than that of the overall population in Southwark. A lower proportion of black / African / Caribbean / British people are qualified to level 4 compared to white ('other' and British) and Asian ethnic groups. Those of white ethnicity have the highest proportion with no qualifications compared to other ethnic groups. The strategy focuses on inclusive learning and progression for all.
47. Older people in Southwark have lower level qualifications. 62% of 25-34 year olds are qualified to level 4, whereas 34% of 50-64 year olds are qualified to level 4. This reflects changes in policy and the increase in the number of people going to university over the last 20 years. The strategy aims to ensure that older people in and out of the labour market have the opportunity to gain higher level qualifications and job specific training as well as adult and community learning opportunities.
48. Those with disabilities are more marginalised in the labour market and though young people with special educational needs and disabilities (SEND) are generally well supported to gain qualifications to the age of 25 there remains a gap in support for them to gain work experience and enter paid employment.
49. A significantly higher proportion of Southwark residents with disabilities, whose day-to-day activities are limited a lot, have no qualifications (and a significantly lower proportion have level 4 and above qualifications) compared to those whose day-to-day activities are not limited. The same can be said for those whose day-to-day activities are limited a little, though not to the same extent.
50. The strategy aims to support and encourage smaller businesses to utilise tools and resources available to enable them to offer more opportunities for people with disabilities. The strategy also proposes continuation of dedicated employment support services including through Southwark Works.
51. Those with higher level qualifications in Southwark are more likely to be economically active. A quarter of those with no qualifications are economically inactive in Southwark. The demand for higher level skills will increase with fewer roles available at mid-skill levels. The strategy sets out our ambition to help people to progress in learning and the labour market to be better off in work.
52. The strategy encourages employers to offer good quality work, supporting the council's commitment to develop a Good Work Standard. It also supports the adoption of the London Living Wage, as set by the Living Wage Foundation, as a principal way to counter the threat of poverty.
53. As the delivery plan is implemented, project monitoring arrangements will continue to follow the council's equalities monitoring guidance to ensure it captures the information about impact on intended target groups and protected characteristics.

## **Resource implications**

54. The skills strategy and delivery plan sets out the core ambition for how we work as a borough where everyone has the skills to play a full part in the local and London economy. This includes what partners will deliver, contribute and achieve.
55. The council's contribution to the delivery plan will be met from within existing resources. This includes a range of sources where funding is specifically tied to objectives that meet outcomes that promote vocational training and education tailored to job and career opportunities. This is especially in key growth sectors that are identified in the skills strategy. Agreement of any new and where necessary redirection of existing funding, if this arises, will be undertaken in line with the council's normal resource setting processes to which the funding relates.

## **Staffing issues**

56. Officer time to effect the recommendations will be contained within existing resources.

## **Consultation**

57. A range of external and internal stakeholders have been consulted during the process of developing the Skills Strategy and its associated delivery plan. Consultation has taken place at three key stages following the formal adoption of the Skills Strategy in December 2017. Firstly an initial scoping session in January 2018 developed shared solutions to the areas the strategy needed to focus on. This then informed a second session in March 2018 to further consider the solutions, to discuss resources and assets as well as identifying and managing risks. Finally, the third session in May sought feedback on a draft delivery plan.
58. External consultation with partners included: Department of Work and Pensions, Southwark Business Forum, Better Bankside Business Improvement District (BID), Blue Bermondsey BID, Southbank BID, Team London Bridge BID, We Are Waterloo BID, Southwark Chamber of Commerce & Industry, Federation of Small Businesses, Guys and St Thomas' Hospital, London South Bank University, schools, Southwark Youth Forum, adult education providers and further education Colleges, Southwark Association of the School Governors, Central London Forward and delivery partners on our Southwark Works Framework. Partnership and key stakeholders engagement will continue as the strategy is implemented and reviewed.

## **SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**

### **Strategic Director of Finance and Governance (FC18/002)**

59. This report requests cabinet to agree the proposed Southwark Skills Strategy (Appendix 1). Full details are contained within the main body of the report.
60. The strategic director of finance and governance notes that there are no immediate financial implications arising from this report.

61. Staffing and any other costs connected with this report to be contained within existing departmental revenue budgets.

**Director of Law and Democracy**

62. This report seeks the cabinet's approval to agree the proposed Southwark Skills Strategy Delivery Plan for the period 2018-2022 as set out in this report and in particular in appendix 1 of the report .
63. The cabinet's attention is drawn to the Public Sector Equality Duty (PSED) under the Equality Act 2010, and when making decisions to have regard to the need to have regard to the need to eliminate discrimination, harassment, victimisation or other prohibited conduct, and to advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic and those who do not share it. The relevant characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion, religion or belief, sex and sexual orientation. The duty also applies to marriage and civil partnership but only in relation to the elimination of discrimination. Cabinet is specifically referred to the community impact statement in paragraphs 39-53 of this report and consultation requirements in paragraphs 57-58, setting out the consideration that has been given to equalities issues and the extensive consultation undertaken in order to inform the development and detail of the Delivery Plan.
64. Any procurement arising from the delivery of the strategy must be in accordance with the council's contract standing orders and the procurement rules. Any resultant services contracts must be in a form approved by the Director of Law and Democracy.

## BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Southwark Council response to Central London Area Based Review of Skills 2016	160 Tooley Street London SE1 2QH	Elaine Gunn 020 7525 5479
<b>Link:</b> <a href="http://moderngov.southwark.gov.uk/ielistdocuments.aspx?CId=302&amp;MId=5379">http://moderngov.southwark.gov.uk/ielistdocuments.aspx?CId=302&amp;MId=5379</a> (Item 12)		
Southwark Skills Strategy	160 Tooley Street London SE1 2QH	Elaine Gunn 020 7525 5479
<b>Link:</b> <a href="http://moderngov.southwark.gov.uk/ielistdocuments.aspx?CId=302&amp;MId=5753">http://moderngov.southwark.gov.uk/ielistdocuments.aspx?CId=302&amp;MId=5753</a> (Item 11)		
Equalities Impact Assessment: Southwark Skills Strategy	Local Economy Team 160 Tooley Street London SE1 2QH	Elaine Gunn 020 7525 5479
<b>Link:</b> <a href="http://moderngov.southwark.gov.uk/ielistdocuments.aspx?CId=302&amp;MId=6124&amp;Ver=4">http://moderngov.southwark.gov.uk/ielistdocuments.aspx?CId=302&amp;MId=6124&amp;Ver=4</a>		
Economic Wellbeing Strategy 2012-2020	160 Tooley Street London SE1 2QH	Danny Edwards 020 7525 5105
<b>Link:</b> <a href="https://www.southwark.gov.uk/business/economic-wellbeing-strategy">https://www.southwark.gov.uk/business/economic-wellbeing-strategy</a>		

## APPENDICES

No.	Title
Appendix 1	Southwark Skills Strategy – Proposed Delivery Plan

## AUDIT TRAIL

<b>Cabinet Member</b>	Councillor Kieron Williams, Jobs, Innovation and Skills	
<b>Lead Officer</b>	Eleanor Kelly, Chief Executive	
<b>Report Author</b>	Liz Gardiner, Senior Strategy Officer, Local Economy Team	
<b>Version</b>	Final	
<b>Dated</b>	14 June 2018	
<b>Key Decision?</b>	Yes	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments Included</b>
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
<b>Cabinet Member</b>	Yes	Yes
<b>Date final report sent to Constitutional Team</b>		14 June 2018