

# Regeneration and Leisure Scrutiny Sub-Committee

Tuesday 29 June 2010  
7.00 pm  
Town Hall, Peckham Road, London SE5 8UB

## Supplemental Agenda

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6.	<b>Southwark Employment &amp; Enterprise Strategies</b> Reports will be presented by Karen O'Keeffe (Head of Economic Development & Strategic Partnerships) and Graham Sutton (Economic Development Manager).	28 - 54

**YEAR 1 2010 – 2011  
ENTERPRISE STRATEGY**

**PRIORITY 1. SUPPORT EXISTING BUSINESSES**

**Focus:** Ensure that business support is co-ordinated across the borough and that Southwark businesses have equal and excellent access to information and support.

**Rationale:** Ensure that good local businesses are not lost because of the short term impacts of the recession, and that when growth resumes Southwark businesses are well equipped to harness the benefits.

**Expected Outcome and Related Indicators**

Survival rate of businesses over one year, three years and five years.

Action	Tasks	Timescale	Target	Milestones/Additional Timescales	Responsibility	Resources
1.1 Co-ordinate, align and rationalise business support in the borough	Map business support provision available to businesses within the borough under the Solutions for Business Framework and other funded provision	July 2010	To establish coherent service directory for Southwark Business Desk and ensure Business Link in London brokerage and referral management system is fully	Ensure that all Business Support providers provide solution templates for Business Link in London and LB Southwark	BLIL to lead with support from Southwark Council Economic Development Team and Local Economy Group	BLIL BRM system

			populated  Identify gaps and duplication  90% of all known services captured			
	Identify gaps in business support provision	July – Sept 2010	Inform business case for local interventions and lobby for additional funding		Southwark Council Economic Development	Completed solution templates
1.2 Commission and deliver business support schemes to support existing SMEs and businesses in the borough	Deliver Improving Local Retail Environments programme at 23 local retail parades outside of town centres	March 2011	217 businesses benefitting from improvements. 5 business networks supported. Increased take-up of vacant units.	Half of all sites to have commenced works by September 2010.  All sites to have completed works by March 2011.	Southwark Council – Economic Development Team	£4.2M Council capital funding

	Refer and broker businesses to support products including SfB	Ongoing		Referrals and brokerage reported quarterly	Business Link in London	
	Commission and deliver local support projects to wrap around mainstream provision targeting under represented groups and deprived areas	March 2011	2,040 businesses engaged. 1,022 businesses supported.		Southwark Council Economic Development Team and delivery partners	£724,250 WNF/Council core funding
1.3 Support local SMEs to access public procurement opportunities	Open up council procurement through the Supply Southwark Group	Ongoing	tbc	tbc	Local Economy Group; Supply Southwark Group; Southwark Council	tbc
	Deliver Procurement Programme project	March 2011	20 businesses supported	50 businesses engaged.	Southwark Council Economic Development Team and delivery partners	WNF from EDT contracts
	Encourage use of Compete For service	Ongoing	Local SMEs accessing procurement opportunities	Number of local SMEs winning contracts	CompeteFor	

	Supply Cross River	August 2011	X businesses winning contracts worth X	Businesses attending MTB events Businesses receiving one-to-one support	Cross River Partnership	ERDF and Council match funding in-kind
1.4 Secure supply chain opportunities for local businesses from regeneration schemes and major developments	Secure local supply chain commitments from developers through S106 agreements and the Supply Southwark Construction Initiative	Ongoing	Aspirational target of 10% of contract value  3 Meet the Buyer Events p/a	Relationships brokered between buyers and suppliers  Invitations to Tender	Southwark Council Economic Development Team	
1.5 Encourage engagement with Business Support Organisations specifically Business Link in London and its IDB service for existing growth companies.	Update website links and other documentation used to signpost businesses to business support organisations	September or when documentation reprinted	X referrals per month	Quarterly review	Southwark Council Economic Development Team	Southward Council web editors and marketing and comms teams
1.6 Continue to support business networks	TBC	TBC	TBC	TBC	TBC	TBC

1.7 Provide specific support for other key sectors including supporting sector led businesses networks	<p><b>Business Collaboration Networks (BCN)</b></p> <p>Continue to make referrals to specific programmes including:</p> <ul style="list-style-type: none"> <li>• Social Enterprise London - London Social Enterprise Network</li> <li>• PRP - Collaboration to Compete</li> <li>• Build South London</li> </ul>	tbc	tbc	tbc	London Development Agency	tbc
	<p>Provide product development and food analysis support for Food manufacturers, retailers and catering outlets through the London Food</p>	Ongoing	15 businesses supported by March 2011	10 business supported by December 2010	London Food Centre, London South Bank University	

	Centre.					
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**PRIORITY 2. DEVELOPING KEY BUSINESS DISTRICTS AND TOWN CENTRES**

**Focus:** Supporting regeneration schemes to spread growth across the borough and enhance our key business districts and town centres.

**Rationale:** Growth in Southwark has been concentrated in the north of the borough in and around the Central Activities Zone. We will support the spread of employment growth into other parts of the borough through regeneration and inward investment.

**Expected Outcome and Related Indicators**

Increased proportion of business concentration away from the north of the borough. Indicator TBC.

Action	Tasks	Timescale	Target	Milestones/Additional Timescales	Responsibility	Resources
2.1 Support the development of key regeneration scheme sites	Canada Water	2010-20	Develop 2,400 new homes and up to 35,000 sq m of new retail space	550 new homes to be completed by August 2012	Southwark Council/Development Partners	Private/public capital funding

	Bermondsey Spa	2010-15	Development of 700 new homes and 11 new retail units	350 new homes to be completed by 2012	Southwark Council/Development Partners.	Private/public capital funding
	Elephant and Castle	2010 -	Tbc	Tbc	tbc	Tbc
	Aylesbury Estate	2010 -	tbc	tbc	tbc	Tbc
2.2 Promote and market the borough to inward investors	Promote target areas within the borough to key sectors and markets	TBC	Produce area profiles for key Southwark areas	TBC	Think London	London Development Agency plus ????
2.3 Support and stimulate enterprise activity in our town centres	Renew The Blue	End 2012	Improve vacancy rates for shops, protect existing retail and attract new traders and shoppers	Complete improvements to shop fronts and public realm March 2011	Southwark Council	Capital investment in shops and public realm. Ongoing promotional materials.
	Herne Hill Improvements (ILRE)	End 2011	Improve retail environment and vacancy rates for shops.	Complete improvements to shop fronts and public realm March 2011	Southwark Council, Lambeth Council, private landlords	Capital investment in shops and public realm. Resources to promote



						partnership working
	Improve the commercial and retail environment at the Elephant and Castle	2010-2020	Development of affordable business space. Increase commercial floorspace.	Support existing businesses and increase footfall by XXX (TBC) Support the development of creative industry space including galleries and incubation units. Support existing businesses by XXX (TBC)	Major Projects	TBC
	Supporting Street trading and markets strategy	TBC	TBC	TBC	Southwark Council – Street Markets & Strategy	TBC
2.4 Continue to provide business space including affordable premises and managed workspaces	Planning policy; S106: E&C: CW: Commission	TBC	TBC	Affordable premises research (TBC)	TBC	TBC
2.5 Supporting BIDs to deliver area management initiatives	BID activity	TBC	TBC	TBC	Better Bankside; Waterloo Quarter; Team London Bridge	TBC

	Bankside Urban Forest - Delivering environmental improvements in the Bankside public realm extending to the Elephant & Castle	2010 - 2015	TBC	To be determined over the 5 year programme.	Better Bankside; Southwark Council	£4million LDA funding
<p><b>PRIORITY 3. CREATING A MORE DIVERSE AND SUSTAINABLE ECONOMY</b></p> <p><b>Focus:</b> Promoting the diversification of the Southwark economy into areas for potential growth</p> <p><b>Rationale:</b> To increase the resilience of the Southwark economy and make it less susceptible to economic shocks</p> <p><b>Expected Outcome and Related Indicators</b></p> <p>Growth in number of firms in key target sectors (tbc)</p>						
Action	Tasks	Timescale	Target	Milestones/Additional Timescales	Responsibility	Resources
3.1 Promote green business initiatives and encourage greener travel to work patterns among employees. – needs	Improving Environmental Efficiency of BIDS	tbc	tbc	tbc	Cross River Partnership; Better Bankside; Team London Bridge	£xxx ERDF

to be reworded once we've spoken to Nathan						
	Promote Southwark Environmental Business Awards to SMEs	Ongoing	tbc	tbc	Business Link and business support providers; Local Economy Group; Southwark Sustainable Environment Partnership	tbc
	200 Club	tbc	tbc	tbc	tbc	Tbc
	Peckham Low Carbon Zone	Mar 2011	Environmental audits of 12 SMEs with follow-on one-to-one support 6 SMEs with silver environmental business awards		Southwark Council Energy Team	£27,000 GLA
3.2 Encourage the development of the green economy	Utilise the Centre for Efficient and Renewable Energy in Buildings (CEREB) as a	Ongoing	A minimum of 25 businesses accessing the services of the Centre by March 2011	15 businesses accessing the services of the Centre by December 2010	London South Bank University	

	showcase and training facility to promote and encourage increased use of renewable and intelligent energy solutions.					
3.3 Support emerging knowledge intensive businesses	London Knowledge Innovation Centre	tbc	tbc	tbc	London South Bank University/Business Extra	Tbc
	Increase number of Southwark businesses involved in Knowledge Transfer Projects with Higher Education Institutions	March 2011	10 KTPs and 4 Knowledge Connects	6 KTPs and 2 Knowledge Connects by December 2010	London South Bank University/Angle Technology	Government Grant and Company funding.
<p><b>PRIORITY 4. INCREASE BUSINESS START-UPS AND CREATE AN ENTREPRENEURIAL CULTURE</b></p> <p><b>Focus:</b></p> <p><b>Rationale:</b> Despite a rapid expansion of the business base in the north of the borough overall business density remains low, business</p>						

start-ups are below average and levels of self employment lag behind the regional average. To increase economic activity outside the central activity zone we need to stimulate enterprise and encourage the growth of an entrepreneurial culture.

**Expected Outcome and Related Indicators**

Increase in self-employment rate  
Improvement in number of business start ups

Action	Tasks	Timescale	Target	Measure	Responsibility	Resources
4.1 Promote self-employment as a route into work for workless residents	School Gates initiative	March 2011	tbc	tbc	tbc	Tbc
4.2 Provide pre-start business support and advice	Deliver First Steps to Business project	March 2011	tbc	Tbc	GLE One London	
	Deliver Business Growth in Southwark project	March 2011	Tbc	tbc	Business Extra	
4.3 Encourage business start-ups	Deliver business start-up projects	March 2011	98 new start-ups (20 women-owned)	Tbc	Southwark Council Economic Development Team and delivery partners	WNF funding as above
	Encourage take up of Starting a Business and follow up	tbc	tbc	tbc	Business Link in London and GLE One London	Tbc

	support (ISUS)					
4.4 Identify opportunities to convert activities of community organisations into social enterprises	Encourage take up of social enterprise support through Business Link in London specialist SE Advisers and other key SE providers including Social enterprise London and Red Ochre	tbc	tbc	tbc	tbc	Tbc

**EMPLOYMENT STRATEGY  
DRAFT DELIVERY PLAN  
YEAR 1 2010 – 2011**

**PRIORITY 1 - Tackling the multiple barriers to work faced by priority groups**

**Focus:** We will work with our partners across all services to continue to develop innovative programmes and interventions to improve the employment prospects of our priority groups

**Rationale:** Levels of worklessness in Southwark are concentrated among certain groups in our community who face multiple barriers to employment, training and skills which put them at a disadvantage in the labour market. There is also a geographical dimension to concentrations of worklessness.

**Expected Outcome and Related Indicators**

Our priority groups are reflected in Southwark’s Local Area Agreement (LAA) targets which are shared across LSP thematic partnerships.

- NI 152 - Working age people on out of work benefits
- NI 153 (Local) - working age people on out of work benefits in the worst areas
- NI 117 - 16-18 year olds Not in Employment, Education and Training
- NI 45 – Young offenders engagement in suitable education, employment and training
- NI 148 - Care leavers in education, training or employment
- NI 144 - Proportion of offenders in employment at the end of their order or licence
- NI 146 – Adults with learning disabilities in employment
- NI 150 - Adults in contact with secondary mental health services in employment

Action	Tasks	Timescale	Target Outputs and Outcomes	Milestones	Responsibility	Resources
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1.1 Deliver mainstream programmes to raise the employability of benefit claimants within the national provision	JCP mainstream offer: <ul style="list-style-type: none"> <li>• Advisory support via Southwark JCP Local Offices</li> <li>• Newly Unemployed Offer</li> <li>• 6 Month Offer</li> <li>• Backing Young Britain/ Young Persons Guarantee</li> <li>• JCP Support Contract</li> <li>• Employability Skills Programmes</li> <li>• Progress to Work</li> <li>• Response to Redundancy</li> </ul>	2010/2011	2010/11 programme targets		JCP	DWP
	Flexible New Deal	Ends June 2011	2010/11 programme targets		Calder, A4E	DWP
	Adult Advancement and Careers Service	Pilot 2009-2010 National roll out July 2010			SFA	BIS
	Pathways to Work for IB/ESA	2010/11	N/A	N/A	Ingeus	DWP



	customers <ul style="list-style-type: none"> <li>• Employability skills</li> <li>• Condition management</li> <li>• Training</li> <li>• Work experience</li> <li>• Job search</li> </ul>					
1.1 Co-ordinate and deliver <b>additional local programmes</b> which target specific priority groups filling gaps or adding value to mainstream services	Southwark Works	2010/11	<ul style="list-style-type: none"> <li>• 342 Job outputs</li> <li>• 236 Accredited training</li> <li>• 372 Non accredited training</li> </ul>		Southwark Council and delivery organisations	Total: £1,146,404 (£25,000 S106 £1,027,891 WNF £93,593, EDT)
	Future Jobs Fund	Ends June 2011	112 young people into jobs of 9 months' duration or longer	Project evaluation and assessment	Southwark Council and delivery organisations	£629,200 DWP £25,500 WNF
	WNF/EDT Contracted Funds Projects (non Southwark Works)	2010/11	<ul style="list-style-type: none"> <li>• 574 Job outputs</li> <li>• 587 Accredited training</li> <li>• 448 Non-accredited training</li> </ul>		Southwark Council and delivery organisations	Total: £2,676,972 (2,091,593, WNF £585,379 EDT)
1.3 Improve the promotion of self employment as a route into employment for priority groups	Ensure employment front line services are equipped to advise or refer to self employment		Improve links between employment and business support provision		LEG	N/A

	and business start-up options					
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**PRIORITY 2. Business and Employer Engagement**

**Focus:** We will continue to work in partnership with the local business community building on successful initiatives such as the employer led START programme, Building London Creating Futures and the Local Employer Partnership to engage employers in the worklessness agenda in Southwark. We will also explore new mechanisms for engaging private sector employers as well as continuing to work with public and third sector partners to develop work placements and apprenticeships for priority groups and embed local economic benefits into public sector procurement.

**Rationale:** Despite strong jobs growth in the borough over the last decade many local residents remain without work. The role of local employers is vital in tackling persistently high levels of worklessness despite significant job growth.

**Expected Outcome and Related Indicators**

Xxxxxx

Action	Tasks	Timescale	Target Outputs and Outcomes	Milestones	Responsibility	Resources
2.1 Engage more employers to identify skill needs and develop entry points for priority groups to access employment and training.	SBEG employment, training and apprenticeship recruitment programme	April 2010 – July 2010	15 people into employment; 3 apprenticeships confirmed; 22 training placements		SBEG; Southwark Works; Southwark Council	
	BIDS employer engagement research and implementation programme.	April 2010 – October 2010	Identify key business and major employers in the BIDs area and in rest of the borough	Pilot programme completed Stakeholder event to recommend forward strategy	Southwark Council EDT; The Means; LEPU; Team London Bridge; Better Bankside; Waterloo Quarter	£30,000 WNF

	Research and pilot SME employer engagement mechanisms	April 2010 – October 2010	SMEs led by those from Black, Asian and Minority Ethnic communities - 50% SMEs led by women - 30% SMEs led by disabled people - 5%	Research programme completed Stakeholder event recommending forward strategy	Southwark Council; The Means; Black Business Initiative; LEPU	£65,000 WNF	
2.2	Continue to promote and develop apprenticeships and work placements with local businesses and with public sector partners	Council Apprenticeship Programme	2010/11	22 council apprenticeships		Southwark Council	£143,000 Future Jobs Fund
2.3	Work with developers to secure employment, training and skills and apprenticeship opportunities for Southwark residents	Building London Creating Futures	2010/2011	As set out below	As set out below	BLCF project manager	
		Bankside Logistics Forum	2010/2011	Developers and contractors sign up o delivery of WPC activity upon gaining membership of Bankside Logistics Forum		BLCF Project Manager/London Bridge and Bankside Dev't Team Manager	No additional council resources
		Elephant and Castle Early Housing Sites (Consortium B)	2011-2012	Targets below are for the lifetime of the project:  Starters: 210	Milestones below are for the lifetime of the project:	BLCF Project Manager/RSL Consortium B - Wandle Housing, London	Section 106 resources <b>or</b> 0.5 per cent of total contract value, whichever is the

			CSCS/Basic Skills: 105 IAG sessions: 210 ESoL, literacy and numeracy qualifications: 40 People into jobs: 105	2010/2011: First WPC commences programme on site 2011/2012: Second WPC commences on site	& Quadrant, Guinness Housing	greater.
	Elephant & Castle regeneration scheme					
	Aylesbury Regeneration Scheme			Procurement to begin in Sept 2010		
	Canada Water	2010-2012	Targets below are for the lifetime of the project:  Starters: 150 CSCS/Basic Skills: 75 IAG sessions: 150 ESoL, literacy and numeracy qualifications: 30 People into jobs: 150		Barratt East London (host of WPC), Workplace Co-ordinator, BL Canada Quays, Canada Water Economic Steering Group, BLCF Project Manager	Section 106 resources - in-kind
	Section 106 agreements on major developments in		Targets below are for the lifetime of the project:			

the borough:	<b>Transforming Tate Modern</b>	2010-2012	Starters: 120 CSCS/Basic Skills: 70 ESoL, literacy and numeracy qualifications/short courses: 30 ICE courses: People into jobs: 70		Mace Sustain (host of WPC), Workplace Co-ordinator, Tate Galleries, BLCF Project Manager	Section 106 resources - £71,675 pa.
	<b>Camberwell Grove</b>	2010-2011	Starters: 24 CSCS courses: 30 Basic Skills: 6 NVQ 1 and 2: 6 Work experience: 6 People into jobs: 12		St. George Plc (host of WPC), Workplace Co-ordinator, BLCF Project Manager	Section 106 - in-kind
	<b>NEO Bankside</b>	2010-2012	Starters: 70 CSCS courses: 70 IAG sessions: 70 ESoL, literacy and numeracy qualifications/short courses: 30 NVQ 1 and 2: 24 People into jobs: 70		Carillion (host of WPC), Workplace Co-ordinator, Native Land, Carillion Training, BLCF Project Manager	Section 106 - currently in-kind

### **PRIORITY 3. Raising Skills for Sustainable Employment**

**Focus:** We will work increasingly closely with Children and Young People’s services supporting the delivery of key targets in the Children and Young People’s Plan 2010-2013 and with employers to inform the development and growth in vocational provision and create more supported work experience opportunities for young people. We will also work to support improved quality and accessibility of Information Advice and Guidance, making links to the Adult Advancement and Careers Service and Connexions. We will work closely with Business Link to promote the take-up of Train to Gain by local employers

**Rationale:** We need to ensure that our residents have the right skills to be able to compete in the London labour market now and in the future. Although our population includes a high proportion of well-qualified people it also includes an above average proportion of people with no qualifications and low skills levels. Almost one fifth of young people aged 16 – 24 have no formal qualifications and although improving the level of young people not in employment, education or training (NEET) is above average. Current educational reforms place an increasing emphasis on the educational system to reflect the needs of the local economy and ensure skills provision for young people is geared up to meet the current and future skills needs of employers.

#### **Expected Outcome and Related Indicators**

- N1 163 – % of working age population qualified to at least Level 2 or higher
- NI 82 - Inequality gap reduction in attainment at 19 Level 2

<b>Action</b>	<b>Tasks</b>	<b>Timescale</b>	<b>Target Outputs and Outcomes</b>	<b>Milestones</b>	<b>Responsibility</b>	<b>Resources</b>
3.1 Work closely with Business Link and other agencies as appropriate to promote the uptake of train to gain	Work with Business Link in London and London Brokerage to promote the national skills service Train to Gain.	2010-2011	1. Develop borough specific information for employers; 2. Develop sector specific information to employers; 3. Support Council		LEG	

			organised events for employers			
3.2 Integrate the work of Connexions, Adult Advancement and Careers Service and other Information Advice and Guidance provision with employment and economic development services						
3.3 Provide increased in-work support for successful job seekers to increase sustainability in work						
3.4 Encourage and promote vocational training within the workplace						
3.5 Improve links between employability and skills strategy and commissioning						

**PRIORITY 4. MORE EFFECTIVE AND EFFICIENT PARTNERSHIP WORKING**

**Focus:** Work more effectively across Jobcentre Plus, Southwark Works and LSP thematic partnerships responsible for Health, Housing, Young

People and Community Safety to co-ordinate employment and skills service provision for our residents.

**Rationale:** Despite success in reducing the gap with the London average levels of unemployment and economic inactivity in Southwark are still relatively high. We have agreed that to achieve reductions we need a step change in the rate at which we move people into employment and that working more effectively together will become even more important in the context of reduced public expenditure and the continued impact of the recent recession.

**Expected Outcome and Related Indicators**

Achieve a step change in moving people into work by embedding employment and skills provision across services providing a seamless joined up offer so that there is no 'wrong door' for both job seekers and employers.

- NI 152 - Working age people on out of work benefits.
- NI 153 - working age people on out of work benefits in the worst areas (Local)
- NI 117 - 16-18 year olds Not in Employment, Education and Training - % target/numbers
- NI 45 – Young offenders engagement in suitable education, employment and training
- NI 148 - Care leavers in education, training or employment
- NI 144 - Proportion of offenders in employment at the end of their order or licence
- NI 146 – Adults with learning disabilities in employment
- NI 150 - Adults in contact with secondary mental health services in employment

Action	Tasks	Timescale	Target Outputs and Outcomes	Milestones	Responsibility	Resources
4.1 Identify employability provision in the borough highlighting gaps in accessibility/eligibility and potential duplication	Conduct a mapping exercise of all employment and skills provision in the borough	April 2010 – Sept. 2010	Inform bids for local, flexible funding	CLF Borough Mapping Exercise (dates)?  A4E mapping  Lambeth, Wandsworth and Southwark JCP	Local Economy Group; Economic Development Team; Central London Forward, A4E, JCP	



				Mapping Exercise – July 2010		
	Develop a borough wide Work and Skills Plan aligned to draft guidance	April 2010 – April 2011		Interim Work & Skills Plan submitted to DWP/CLG	Local Economy Group	
4.2 Develop more effective signposting, referral and co-ordination of employment, business start up and financial inclusion services for job seekers	Hold regular advisor workshops to improve signposting and awareness of services  Increase awareness of EDT contracted providers of services offered by financial inclusion service providers	April 2010 – April 2011  April 2010-11	Workshop or open space event for providers with members of Financial Inclusion Forum	Launch and promotion of Southwark Legal Advice Network partnership website July 2010 to facilitate joint working, information sharing and referrals	EDT/Financial Inclusion Forum partners	
4.3 Embed employability provision into housing, health, community safety and children’s services	Provide outreach employment services through Children’s Centres, Extended Schools Services and other services.					

	<b>School Gates Initiative</b>	<b>Oct 2009- March 2011</b>		JCP advisors on site at primary school (Redriff). Parents gaining access to training, self employment advice and jobs.	Young Southwark; JCP; Local Economy Group	£133k from Child Poverty Unit
	<b>DWP Livesey Estate Outreach project</b>	June 2010 to March 2012	Engage 500 individuals in the first year and achieve 165 job outcomes.	5 advisors recruited to the team, launch programme in mid June, work with Neighbourhood Management to coordinate and support project delivery	DWP/JCP, Women Like Us.	EDT funding for School Gates to Slaries (already in EDT projects section)
	<b>DWP Parents into part-time work programme</b>	March 2012				£90k DWP
	Southwark Works advisers located in Bournemouth Road Housing Options Centre	April 2010 to March 2011	Support Housing Initiatives (Trailblazer) 4no. bidding events; 2no. initiative events; 1 no. finance/well-being events;	Quarterly	Southwark Works; Southwark Housing Options	

	Foot in the Door – Support to access part-time retail employment opportunities for young people aged 16-18 whilst still in full-time education	31 <sup>st</sup> March 2011	60 work placements undertaken 48 beneficiaries undertaking training/achieving non-accredited qualifications	Evaluation of pilot		14-19 Partnership, LSB, Young People's Learning Agency, Southwark Works
	Local Economy Group represented on Reducing Re-Offending Board by JCP and Southwark Council Economic Development Team	2010-2011	Enable closer joint working to improve links, between probation and employment/skills services	Every 6-8 weeks	Safer Southwark Reducing Re-offending Board; Local Economy Group	N/A
	Health Impact Assessment:  Review of the Employment & Enterprise Strategies and delivery plans to assess their potential health effects.	July 2010	Priorities and actions to reduce health inequalities.	Stakeholder event July 2010  Recommendations included in strategy delivery plans.	Adult Health and Wellbeing Board, LEG	PCT



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