

**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 |
|--------|-------|-----------|-----------------------------|------------|----------------|-----------|
|--------|-------|-----------|-----------------------------|------------|----------------|-----------|

|   |   |  |                           |     |             |     |
|---|---|--|---------------------------|-----|-------------|-----|
| 1.1 Deliver mainstream programmes to raise the employability of benefit claimants within the national provision | JCP mainstream offer:<br><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<br>National roll out July 2010 |                           |     | SFA         | BIS |
|   | Pathways to Work for IB/ESA   | 2010/11  | N/A                       | N/A | Ingeus      | DWP |

|  |  |                |   |                                   |  |   |
|--|--|----------------|---|-----------------------------------|--|---|
|  | <p>customers</p> <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<br>(£25,000 S106<br>£1,027,891 WNF<br>£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<br>£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<br>(2,091,593, WNF<br>£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 |  |  |  |  |  |
|--|-------------------------------|--|--|--|--|--|

**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;<br>3 apprenticeships confirmed;<br>22 training placements  |  | SBEG;<br>Southwark Works;<br>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<br>Stakeholder event to recommend forward strategy | Southwark Council EDT;<br>The Means;<br>LEPU; Team London Bridge;<br>Better Bankside;<br>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%<br>SMEs led by women - 30%<br>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:<br><br>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<br>IAG sessions: 210<br>ESoL, literacy and numeracy qualifications: 40<br>People into jobs: 105  | 2010/2011: First WPC commences programme on site<br>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:<br><br>Starters: 150<br>CSCS/Basic Skills: 75<br>IAG sessions: 150<br>ESoL, literacy and numeracy qualifications: 30<br>short courses: 30<br>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<br>CSCS/Basic Skills: 70<br>ESoL, literacy and numeracy qualifications/short courses: 30<br>ICE courses:<br>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<br>CSCS courses: 30<br>Basic Skills: 6<br>NVQ 1 and 2: 6<br>Work experience: 6<br>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<br>CSCS courses: 70<br>IAG sessions: 70<br>ESoL, literacy and numeracy qualifications/short courses: 30<br>NVQ 1 and 2: 24<br>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;<br>2. Develop sector specific information to employers;<br>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)?<br><br>A4E mapping<br><br>Lambeth, Wandsworth and Southwark JCP | Local Economy Group;<br>Economic Development Team; Central London Forward, A4E, JCP |           |

|  |  |  |  |   |  |  |
|--|--|--|--|---|--|--|
|  |  |  |  | Mapping Exercise<br>– 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<br><br>Increase awareness of EDT contracted providers of services offered by financial inclusion service providers | April 2010 – April 2011<br><br>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)<br>4no. bidding events;<br>2no. initiative events;<br>1 no. finance/well-being events; | Quarterly   | Southwark Works;<br>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<br>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:<br><br>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<br><br>Recommendations included in strategy delivery plans. | Adult Health and Wellbeing Board, LEG                            | PCT   |

