

Meeting Name:	Cabinet
Date:	15 October 2024
Report title:	Response to Education and Local Economy Scrutiny Commission: Community Wealth Building and Youth Employment
Cabinet Member:	Councillor John Batteson, Climate Emergency, Jobs and Business
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	N/a

FOREWORD – COUNCILLOR JOHN BATTESON, CABINET MEMBER FOR CLIMATE EMERGENCY, JOBS AND BUSINESS

We welcome the recommendations made by the Education and Local Economy Scrutiny Commission which stem across different strands of work. There is much work already underway to make sure the council is delivering social value and supporting people into work, especially young people given the hurdles they face starting their careers. East Street Market has been on this commissions work plan for a couple of years now and we are committed to improving it so those who live locally and others from further afield see it as a desirable place to visit, spend time and shop which will ultimately support the economic enhancement of traders.

We recognise the importance of creating a social value framework, not just to ensure the council obtains value for money, but also maximising the benefits for residents and businesses. This social value function has already been established and is currently working on a whole council approach which connects the Southwark 2030 goals with Council Delivery Plan commitments.

Our careers support offers young people the opportunity to develop invaluable employability skills while at school. This is vital for those who may not have existing networks to rely on who can help open opportunities for them later in life. Our internship programme then provides penultimate year university students and graduates with the chance to start their careers with good employers.

Southwark Works, the council's flagship employment support programme, continues to support residents at different stages of their career development. We know how important the employer engagement side of the service is so local people can not only access advice and guidance but then use it as a stepping stone into employment with Southwark based businesses and organisations. The recently established Employer Engagement and Relationship Management Service will identify more work placement and entry

level jobs for people to access. Having celebrated the twentieth anniversary of Southwark Works in July where we heard from many who have benefited from the service, we know how important it is to continue promoting it so more people across our borough access the excellent support on offer.

I am proud of the work already taking place and look forward to delivering more over the coming weeks, months and years ahead to ensure there is equal access to opportunity and that local people benefit from living and working in such a diverse and vibrant borough.

RECOMMENDATION

1. That the cabinet approves the response to the Education and Local Economy Scrutiny Commission recommendations on community wealth building and youth employment, as set out in paragraphs 7 to 62.

REASONS FOR RECOMMENDATIONS

2. This report sets out responses to the recommendations set out in the Report of the Education and Local Economy Scrutiny Commission: Community Wealth Building and Youth Employment.
3. The commission's recommendations impact on various departments of the council. As such, relevant service areas have contributed to the response set out in this report.

ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

4. None - The council's constitution requires that a response to scrutiny recommendations is made to cabinet within two months.

POST DECISION IMPLEMENTATION

- 5.

Scrutiny commission recommendation	Key Activity	Target completion date
1	Establish a Southwark Social Value Framework	January 2025
2	Deliver Southwark's Paid Internship Programme over municipal year 2024-25	Contracted for delivery up to August 2026
3	Develop a more joined-up approach to the delivery of careers information, advice and guidance within our schools and colleges, particularly for young people at greater risk of becoming NEET	Ongoing

Scrutiny commission recommendation	Key Activity	Target completion date
4	Engage partner organisations to create more opportunities for Southwark residents within the Southwark 2030 delivery plan. Review viability of ringfencing job opportunities for Southwark residents.	Ongoing
5	Deliver Southwark Works initiatives to support residents into better work over municipal year 2024-25	Contracted for delivery up to June 2025
6	Deliver Wi-Fi and new gazebos under capital programme to improve East Street Market over municipal year 2024-25	March 2025

BACKGROUND INFORMATION

- The Education and Local Economy Scrutiny Commission report – Community Wealth Building and Youth Employment, was received by cabinet on 22 July 2024 (agenda item 29). Six recommendations were made. This report sets out a response to each recommendation.

KEY ISSUES FOR CONSIDERATION

- Recommendation 1** – That the Cabinet commission officers to research into the methodology (knowledge base) for creating a central social value framework and policies; which would aim to drive the procurement of social value contracts; and also that the Cabinet aim to initiate this work within the municipal year 2024-2025.

Response to Recommendation 1

- Cabinet accepts the recommendation of the Scrutiny Commission. Work on developing a social value framework is in progress.
- In line with the recommendation from the Scrutiny Commission, the council has established a social value function within the Planning and Growth department of the council. This new team will lead on the delivery of a two-year pilot to develop and trial a whole-council approach to social value. This includes the development of a central social value framework informed an in-depth knowledge base drawn from research into Southwark’s current practices, local needs and good practice across the UK. The framework will be the golden thread which connects the Southwark 2030 goals and the Council Delivery Plan to the achievement of social value from commissioning, procurement and contract management practices.
- A comprehensive, whole-council approach to delivering social value will benefit

both the council and its suppliers. For the council, it will ensure suppliers deliver value for money, whilst maximising the potential to benefit residents and businesses. For suppliers, it provides an opportunity to differentiate themselves from competitors, build stronger relationships with the council, and demonstrate a real and measureable commitment to social responsibility. An effective approach to social value will also secure benefits for Southwark's communities over and above that of existing planning policy frameworks (CIL and S106) to create positive and lasting impact.

11. Established in February 2024, the social value team has set out a structured approach to developing the framework.
12. As part of the initial discovery stage, research has been undertaken to identify key areas of challenge and make initial recommendations for the programme and framework.
13. These findings will be used to draft a social value framework which will govern the council's approach to securing meaningful social value contributions from suppliers by setting out a methodology to be used by commissioners. It will articulate priorities and objectives, and the intention to work collaboratively to drive social value outcomes.
14. The framework will be accompanied by an action plan outlining the steps to be taken over two years to embed the framework across the whole council and build a more targeted and meaningful approach.
15. Delivery and implementation of a Southwark Social Value Framework and Action Plan will signify the council's renewed commitment to unlocking maximum impact through all council activity in support of the Southwark 2030 goals.
16. **Recommendation 2** – That the Cabinet make changes to the paid internships in Southwark; wherein current undergraduate support for internships and placements should start in the summer of the penultimate year before graduation.

Response to Recommendation 2

17. Cabinet accepts the recommendation of the Scrutiny Commission. The council's funded graduate internship scheme already focuses on securing internships for undergraduates in their penultimate year.
18. Southwark's Paid Internship Programme aims to help improve the social mobility of young people who may not have the family or social networks to help them to get a 'foot on the ladder' with good employers. The programme consists of three principal strands:
 1. Schools
 2. Graduates
 3. Council
19. The **school scheme** supports eligible sixth form students to develop their employability skills through activities such as mentoring, masterclasses and

work visits. Students will then complete a paid summer internship (between academic Year 12 and 13) lasting between 4 and 6 weeks, which provides valuable work experience. The school scheme is delivered by Career Ready.

20. The **graduate scheme** supports undergraduates and recent graduates from Southwark (those who graduated no more than 12 months prior) to secure paid internships. Support is provided by Gradcore Ltd via the SouthWRK programme, which includes mentoring/coaching, CV, application and interview support, and relevant internship/graduate job identification.
21. The programme primarily supports undergraduates in their penultimate year at university, in line with the recommendation from the Scrutiny Commission. This is generally when internships are considered to be most effective, as they provide a springboard for students to make the transition into a graduate job (or equivalent) the following summer, after graduation.
22. The programme also provides support for up to 12 months post study, so that those from less advantaged backgrounds including those unable to secure a paid summer internship prior to their final year of study are provided with ongoing support to help them to prepare for work after graduation.
23. In line with the Commission's recommendation, the graduate programme will continue to focus on securing internships for undergraduates in their penultimate year.
24. **Recommendation 3** – That the Cabinet develop a plan to build pathways for career development for young people, including young people with special needs in schools; with an aim to provide career guidance and aspirations, focusing on mainly short-term career goals; and also that the cabinet aim to develop this plan within the first half of the new municipal year 2024-2025.

Response to Recommendation 3

25. Cabinet accepts the recommendation of the Scrutiny Commission. Work is underway with partners to develop a more joined-up approach to the delivery of careers information, advice and guidance within our schools and colleges, including for young people with special education needs and disabilities.
26. In line with the recommendation of the Scrutiny Commission, the Southwark Skills Partnership of skills and employment providers, large employers, business groups and council teams is committed to “develop a more joined-up approach to the delivery of careers information, advice and guidance within our schools and colleges, particularly for young people at greater risk of becoming NEET.” Under this headline commitment, a working group of skills partners has begun exploring opportunities for improvement on the current system.
27. The working group has identified special education needs and disabilities (SEND) schools as an area of focus for the above work with SEND pupils currently at greater risk of becoming NEET.
28. All Southwark Secondary Schools offer Career Guidance to young people.

The Southwark Education Business Alliance also works in partnership with a variety of businesses and charities across a diverse range of sectors to deliver high-quality and targeted work-related learning programmes and activities for Southwark schools and colleges.

29. Career guidance is currently provided by education providers directly for SEND Young People. Many of the specialist providers in the local area and settings young people may attend outside of Southwark provide specialist career guidance which supports young people, and their families think about their next steps.
30. Work is underway to improve the coordination of services. Education Services and Adults Service working closely together to co-deliver a Transition Fair for young people with SEND and additional needs. This fair will offer discreet and targeted career guidance and offer opportunities for signposting to some of the voluntary sector who deliver specialist career guidance.
31. In addition the council, in partnership with secondary schools, is offering targeted training and series of events to work with their career leads, Special Educational Needs Coordinators and Teaching and Learning Assistants in schools to support their understanding and knowledge about what is available for young people with SEND, who may not be taking a traditional academic route. This will inform a programme to increase the number of supported Internships funded through a grant from the Department for Education.
32. **Recommendation 4** – That the Council within the next municipal year 2024-2025, review its progress on ring-fencing employment and work placement opportunities for residents of Southwark, with an aim to create more opportunities; and also review how more entry level jobs can be created by working with partner organisations in the borough and advertised through the Southwark Works programme.

Response to Recommendation 4

33. Cabinet partially accepts the recommendation of the Scrutiny Commission. Plans are in place for a review of policy options for the council as an employer and work is ongoing with partners to increase opportunities for Southwark resident and improve connections to the Southwark Works programme.
34. The council works closely with local partners, including Southwark Works, to promote job opportunities to Southwark residents. However, the council does not currently have a specific policy of ringfencing job opportunities for Southwark residents and further work is required to assess the viability of any such policy, including whether it constitutes positive action, which is lawful, or positive discrimination, which is not. Officers in Human Resources and Legal Services will conduct a full review of the position.
35. In the meantime, it should be noted that the council has recently established a new, professional recruitment service and an early careers team focused on internships, apprenticeships, and graduate programmes. Objectives for the new recruitment service include greater local recruitment to permanent and temporary roles at the council. In addition, the early careers team plans to

deliver 60 paid internships between 1 October 2024 and 31 March 2026, with recruitment to the next round of internships due to commence in October 2024. The early careers team is establishing relationships with local schools and universities, including through attendance at career fairs, and this will continue to be a priority. These developments form part of the council's ongoing transformation of its HR and Organisational Development service.

36. The council is delivering a comprehensive transformation of its HR and Organisational Development service. Progress to date includes the establishment of a new, professional recruitment service and an early careers team focused on internships, apprenticeships, and graduate programmes. Objectives for the new recruitment service include greater local recruitment to permanent and temporary roles at the council. In addition, the early careers team plans to deliver 60 paid internships between 1 October 2024 and 31 March 2026, with recruitment to the next round of internships due to commence in October 2024. The early careers team is establishing relationships with local schools and universities, including through attendance at career fairs, and this will continue to be a priority.
37. The early careers team recently trialled a new approach to recruiting young people on to the council's graduate management scheme, which included a particular focus on local recruitment. As a result, of the eight graduates currently on the scheme, five, or 63%, live in or have a connection to Southwark.
38. To further improve opportunities for Southwark residents with partner organisations, the council has created a dedicated Employer Engagement and Relationship Management Service as an integral part of the Southwark Works employment support programme. This service is delivered by Good People, which is contracted to develop a strategic approach for employer engagement across the Southwark Works Network.
39. This service builds on the work carried out in 2022 and 2023 by the then Deputy Cabinet Member for Employment via the Southwark Anchor Network to review how more jobs at all levels can be created within Southwark's largest employers. This project piloted successful jobs and careers fairs with NHS and Higher Education partners and developed an integrated approach with Southwark Works, Southwark College and DWP for supporting local residents into opportunities with Guys and St Thomas' NHS Trust.
40. Local jobs are also secured for residents through the council's Section 106 agreements with developers, both during the construction phase and in the end-use of new developments. As set out under the response to Recommendation 1, the council's merging Social Value Framework will also increase the range of employment and work placement opportunities for residents of Southwark within our larger contractors.
41. These efforts all support the Southwark Economic Strategy 2023-30 vision for 'an economy of good work with 'More opportunities for local people to secure good jobs and apprenticeships with leading employers and fewer barriers for the most disadvantaged'
42. The development of the Southwark 2030 delivery plan over coming months

presents a further opportunity to secure commitments from partner organisations in line with the Scrutiny Commission's recommendation.

43. **Recommendation 5** – That the Cabinet review and revise the specific definition of job progressions within Southwark Works, with an aim to meet the varying needs of residents; and also review the progress of better work, delivered through the tri-borough partnership with Lewisham and Lambeth post-pandemic, within the municipal year 2024-2025.

Response to Recommendation 5

44. Cabinet accepts the recommendation of the Scrutiny Commission. This recommendation has been met through the recommissioning of in-work support under Southwark Works.
45. Southwark's Economic Strategy 2023-2030 sets out a vision for an economy of good work where residents have access to higher incomes, better job security and more opportunities to progress in work. Southwark Works, the council's flagship employment support programme, is central to delivering this aim.
46. Southwark Works is formed of a network of specialist providers that offer tailored employment support based on underlying needs. Southwark Works offers a dedicated service supporting those in work to progress to better pay and conditions.
47. In line with the recommendation for the Scrutiny Commission, this service was developed and commissioned in response to the evaluation of Routeways, the two-year in-work progression project delivered by St Giles Trust that ran between January 2018 and December 2019 across the tri-borough partnership area.
48. Thames Reach is contracted by the council to provide the in-work progression service under Southwark Works. Thames Reach offers targeted support to residents in employment who are seeking 'better' work. Aligning with the evidence heard by the Scrutiny Commission, the definition of better work may include hours, pay, location or sector. Training and skills development are a key feature of this support, and the provider is required to work with the council's teams who are also supporting residents on low pay.
49. In-work progression is further measured as an outcome for the programme overall, with all other providers required to provide ongoing support and training to their clients who have found work, with the aim of helping them secure higher paid or more secure employment.
50. Since 2023, Southwark Works has also included an Employer Engagement and Relationship Management Service delivered by Good People, which is contracted to develop a strategic approach for employer engagement across the Southwark Works Network. The provider is responsible for delivering key outputs and outcomes that focus on improving employment practices and supporting residents to secure good work. These include supporting employers with achieving accreditations (such as London Living Wage and

Disability Confident) and running good work standard webinars and workshops.

51. **Recommendation 6** – That the Cabinet with urgency fulfil its commitments to East Street traders on the following:
- Funding the renovation project team as per the council budgetary allocation in the cabinet reports
 - Expediting the timeline for this financial support to East Street Market renovation project, in light of significant progress being made
 - Provide resources, monitor progress and provide support in kind, to help with development of the project especially in organising meetings and training for traders.

Response to Recommendation 6

52. Cabinet accepts the recommendation of the Scrutiny Commission. Work is underway to deliver approved capital improvements to East Street market, alongside additional resources provided through the council's Thriving High Streets fund and Southwark Pioneers Fund.
53. In March 2024 Cabinet approved £100k capital to improve infrastructure on East Street market. Consultation has been undertaken with market traders and East Street Community with a view to identifying the elements on East Street that are to be improved including new gazebos for traders, installation of WiFi and also improved lighting. This consultation will be ongoing throughout the lifetime of the project.
54. The project is being led by the council's market and street trading team who are currently progressing the respective procurements with a view to implementing the new gazebos and WiFi this financial year.
55. The council has also approved further funding of £37k to East St Community under the Thriving High Streets Fund to support the market to revitalise and create a welcoming and inclusive environment that attracts increased footfall and trade.
56. In addition, Trampoline NH CIC and Hatch Enterprise, funded to deliver business support under the council's Southwark Pioneers Fund, have engaged with East St Community and a training session for traders has been scheduled for October 2024.

Policy framework implications

57. The Council Delivery Plan 2022-26 has the following related commitments and milestones:
- i. Ensuring the whole council is focused on closing the gap in life chances within our borough, so everyone can achieve their potential and play their full part in Southwark's future.
 - ii. Working to tackle poverty, racism and discrimination, as well as the inequalities in health, education, housing and employment that hold people

- back.
 - iii. Launching a new Thriving High Streets Fund to invest in all of Southwark's high streets.
 - iv. Encouraging the expansion of street markets across Southwark.
 - v. Creating more careers and jobs within Southwark's big employers for local residents, including in our council, NHS, big businesses and universities.
 - vi. Delivering free support to get a job for people who face the most barriers, including young people, people with disabilities and parents and carers returning to work and third sector organisations.
 - vii. Creating 250 paid internships for young people from disadvantaged backgrounds.
58. The Southwark Economic Strategy 2023-2030 sets out how we will work with partners to achieve a fairer, greener and more resilient Southwark economy that benefits everyone.
59. The strategy sets out our vision for Southwark's economy:
- i. A high growth, low emission economy
 - ii. An economy with opportunity for all
 - iii. An economy of good work
60. The Economic Strategy includes the following related ambitions:
- i. More opportunities for local people to secure good jobs and apprenticeships with leading employers and fewer barriers for the most disadvantaged
 - ii. Southwark's largest employers invest in local services and talent, creating social value across all of our communities.
 - iii. Young people have every opportunity to build a successful career, whatever their background.
 - iv. Reduced ethnicity, gender and disability pay gaps, with equal participation and progression in the workforce and an end to discrimination in the workplace.
 - v. A secure and thriving foundational economy of essential goods and services that residents and businesses rely on every day.
 - vi. More businesses and jobs in Southwark's town centres, supporting healthy neighbourhood-based economies.

Community, equalities (including socio-economic) and health impacts

Community impact statement

61. The actions set out in this report are anticipated to deliver positive impact through increased economic inclusion across Southwark's communities.

Equalities (including socio-economic) impact statement

62. The Education and Local Economy Scrutiny Commission report acknowledges the council's work in developing robust local engagement and employment support for Black, Asian and minority ethnic jobseekers in the borough through Southwark Works. The council is committed to tackling the inequalities experienced by young people in the labour market and our employment support and skills programmes are designed to benefit groups facing disproportionately high barriers to securing and progressing in good quality jobs. Monitoring is in place to ensure that this support is targeted accordingly.

63. The council's forthcoming social value framework will aim to use social value to address inequalities and support communities across the borough. The framework will be developed in line with the principles of Southwark Stands Together informed by a full equalities impact and needs assessment.
64. The Scrutiny Commission report identifies challenges and potential gaps in meeting needs of young people with SEND in relation to careers information, advice and guidance. Paragraphs 28 to 35 of this report set out plans for addressing these issues in partnership with schools and employers.
65. The Scrutiny Commission report highlights the importance of good quality employment in respect of pay and hours, but also flexibility and work life balance. Flexible working can be important in enabling people with caring responsibilities, which are more likely to be borne by women, to also maintain paid employment. Paragraphs 49 to 55 set out how the council is promoting access to better work for Southwark residents, which may include hours, pay, location or sector, through the Southwark Works programme.

Health impact statement

66. There are no direct health impacts arising from this report.

Climate change implications

67. None applicable.

Resource implications

68. There are no additional resource implications arising from this report.

Financial implications

69. All existing activities set out in the report are currently funded and there are no additional cost implications to the council arising from this report.
70. Should the implementation of any activities or recommendations outlined in this report require additional funds in future these will be subject to further decision reports setting out the cost and funding mechanisms.

Consultation

71. The Education and Local Economy Scrutiny Commission consulted St Giles Trust and community representatives from East Street Market as part of their review.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Assistant Chief Executive, Governance and Assurance REF: [GOV/NC20240909]

72. This report asks the cabinet to note and consider the recommendations from

the education and local economy scrutiny commission arising from the scrutiny review on community wealth building and employment in the London Borough of Southwark, in accordance with the Overview & Scrutiny Procedure Rules (15.3).

73. There are no legal implications arising from the recommendations in this report.
74. The cabinet's attention is drawn to the Public Sector Equality Duty (PSED General Duty) under the Equality Act 2010, which requires public bodies to have regard, when making decisions, to the need to eliminate discrimination, advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic and those who do not share it.

Strategic Director, Resources (FC24/014)

75. The report requests cabinet to approve the response to the Education and Local Economy Scrutiny Commission recommendations on community wealth building and youth employment, as set out in paragraphs 7 to 62.
76. The strategic director of resources notes the financial implications and notes that there are no additional cost implications to the council arising from this report and notes that if additional funds will be required in future due to the implementation of any recommendations, these will be subject to further decision reports setting out the cost and funding mechanisms.
77. Staffing and any other costs associated with this recommendation are to be contained within existing departmental revenue budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Report of the Education and Local Economy Scrutiny Commission: Community Wealth Building and Youth Employment	Southwark Council Website	Amit Alva Amit.alva@southwark.gov.uk
Link (please copy and paste into browser):		
https://moderngov.southwark.gov.uk/documents/s121635/Report%20Education%20and%20Local%20Economy%20Scrutiny%20Commission%20-%20Community%20Wealth%20Building%20-%20Youth%20Employment.pdf		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor John Batteson, Climate Emergency, Jobs and Business	
Lead Officer	Danny Edwards, Head of Economy	
Report Author	Nick Wolff, Employment and Skills Manager	
Version	Final	
Dated	3 October 2024	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Assistant Chief Executive, Governance and Assurance	Yes	Yes
Strategic Director, Resources	Yes	Yes
Director, Planning and Growth	Yes	Yes
Director of People and Organisational Development	Yes	Yes
Assistant Director, SEND	Yes	Yes
Head of Parking Services and Network Management	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	3 October 2024	