

## Appendix 2

### EMPLOYMENT STRATEGY DELIVERY PLAN YEAR 1: 2010 – 2011

#### PRIORITY 1 - Tackle the barriers to work faced by priority groups

**Focus:** We will work with our partners to develop projects 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 education which put them at a disadvantage in the labour market. There is also a geographical dimension to concentrations of worklessness in the borough. We need a step change in the rate at which we move people into employment and 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

Our targets for increasing employment for priority groups are reflected in Southwark's Local Area Agreement (LAA) targets which are shared across LSP thematic partnerships:

- Working age people on out of work benefits (NI 152)
- Working age people on out of work benefits in the worst areas (Local)
- ESOL provision (Local)
- Inequality Gap reduction in attainment at 19 Level 2 (NI 82)
- % of the working age population with no qualifications (Local)
- 16-18 year olds Not in Employment, Education and Training (NEET) (NI 117)
- Young offenders engagement in suitable education, employment and training (NI 45)
- Care leavers in education, training or employment (NI 148)
- Proportion of offenders in employment at the end of their order or licence (NI 144)
- Adults with learning disabilities in employment (NI 146)
- Adults in contact with secondary mental health services in employment (NI 150)

Objectives	Actions	Timescale	Target Outputs and Outcomes	Responsibility	Funding Body	Achievements
<b>1. Coordinate local and mainstream provision so that</b>	Advisory support to Jobcentre Plus customers with a focus on priority groups such as young people, lone parents, those with health problems or	2010/2011	Mainstream contribution to LAA Target NI 152 – Working age people on out	Jobcentre Plus	DWP	

Objectives	Actions	Timescale	Target Outputs and Outcomes	Responsibility	Funding Body	Achievements
<b>there is a seamless offer of specialist, personalised and tailored support to address barriers to employment for priority groups.</b>	<p>disabilities, and those customers who are furthest away from the labour market.</p> <p>Support will include advice and guidance as well as referral to contracted and non-contacted provision. By 2011 this will include programmes such as The Single Work Programme, Work Choice, Workclubs.</p>		of work benefits			
	Flexible New Deal	Ends June 2011	<p>Mainstream contribution to LAA Target NI 152 – Working age people on out of work benefits</p> <p>Intensive, personalised support for long-term unemployed clients (JSA claimants over 12mths) referred by Jobcentre Plus.</p>	Calder, A4E	DWP	
	Adult Advancement and Careers Service	<p>Pilot 2009-2010</p> <p>National roll out July 2010</p>	Introduction of national on-line and telephone skills and training advice service to adults to enter employment and for career progression.	SFA, Prospects	BIS	
	<p>Pathways to Work for IB/ESA 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>	2010/11	<p>Mainstream contribution to NI 152 – Working age people on out of work benefits and NI 150</p> <p>Supporting IB/ESA claimants who require personalised interventions support to overcome health and disability issues to enter and sustain employment</p>	Ingeus	DWP	
	Southwark Works	2010/11	<ul style="list-style-type: none"> <li>• 242 job outputs</li> <li>• 236 accredited training</li> <li>• 420 non accredited training</li> </ul>	Southwark Council and delivery organisations	WNF, Southwark Council	
	Future Jobs Fund	Ends June 2011	112 young people into jobs of 9 months' duration or longer	Southwark Council and delivery organisations	DWP, WNF	

Objectives	Actions	Timescale	Target Outputs and Outcomes	Responsibility	Funding Body	Achievements
	WNF/EDT Contracted Funds Projects (excluding Southwark Works)	2010/11	<ul style="list-style-type: none"> <li>• 787 job outputs</li> <li>• 526 accredited training</li> <li>• 429 non-accredited training</li> </ul>	Southwark Council and delivery organisations	WNF, Southwark Council	
<b>2. Identify employment and skills provision in the borough highlighting gaps and duplication to inform our business case for future local provision</b>	Conduct a mapping exercise of all employment and skills provision in the borough	April 2010 – Sept 2010	Complete mapping exercise	Local Economy Group, Southwark Council, Central London Forward, Jobcentre Plus	Within partner resources	
	Identify gaps and duplication in borough wide provision by all partners	Sept 2010 – April 2011	<ul style="list-style-type: none"> <li>• Complete borough survey</li> <li>• Prepare 3 discussion papers for the Central London Forward sub-regional Worklessness programme</li> </ul>	Local Economy Group, CLF Board and Heads of Economic Development groups	Within partner resources  LDA, Capital Ambition, CLF	
<b>3. Develop more effective signposting, referral and coordination of employment, business start up and financial inclusion services for job seekers</b>	Improve links between employment, business support and advice services provision.	April 2010 – April 2011	Capacity and networking events held between service providers to workshops to improve signposting and awareness of services	Local Economy Group Financial Inclusion Forum	Within partner resources	
	Increase EDT contracted providers awareness of services offered by financial inclusion service providers	April 2010-11	<ul style="list-style-type: none"> <li>• Workshop/open space event for providers with members of Financial Inclusion Forum</li> <li>• Launch and promotion of Southwark Legal Advice Network partnership website July 2010 to facilitate joint working, information sharing and referrals</li> </ul>	Southwark Council, Financial Inclusion Forum	Within partner resources	
<b>4. Embed</b>	Provide outreach employment services through	Ongoing	<ul style="list-style-type: none"> <li>• To make employment</li> </ul>	Southwark Families	Within	

Objectives	Actions	Timescale	Target Outputs and Outcomes	Responsibility	Funding Body	Achievements
<b>employability provision in housing, health, community safety and children's services</b>	Children's Centres, Extended Schools Services and other services.		support available through every Children's Centre in the borough <ul style="list-style-type: none"> <li>• Link JCP advisors to Children's Centre locality managers</li> </ul>	and Children's Trust, Southwark Council Children's Services, Jobcentre Plus	partner resources	
	School Gates Initiative – providing access to Jobcentre Plus employment advice in Rotherhithe area.	Oct 2009- March 2011	<ul style="list-style-type: none"> <li>• To have an advisor present in Redriff primary school by the end of Q1</li> <li>• To extend advice to parents in other Rotherhithe schools by the end of Q3</li> <li>• To engage 300 parents by end of Q1</li> <li>• To increase JCP advisor caseload to 20 parents by end of Q1</li> </ul>	Southwark Families and Children's Trust, Jobcentre Plus, Local Economy Group	Child Poverty Unit	
	DWP Livesey Estate Outreach project	June 2010 to March 2012	<ul style="list-style-type: none"> <li>• Engage 500 individuals in year one</li> <li>• 165 job outcomes</li> <li>• Be on site on all Livesey estates in the first year of delivery</li> </ul>	Southwark Families and Children's Trust DWP/Jobcentre Plus, Neighbourhood Management	DWP	
	Childcare Affordability Programme	March 2011	<ul style="list-style-type: none"> <li>• 216 into employment</li> <li>• 143 into 12 month sustainable employment</li> </ul>	Southwark Councils Children's Services	LDA	
	Southwark Works advisers located in Bournemouth Road Housing Options Centre	April 2010 to March 2011	Support Housing Initiatives <ul style="list-style-type: none"> <li>• 4 bidding events</li> <li>• 2 initiative events</li> <li>• 1 finance/well-being event</li> </ul>	Southwark Strategic Housing Partnership, Southwark Works, Southwark Housing Options	DCLG, WNF, Southwark Council	
	Foot in the Door – Support to access part-time retail employment opportunities for young people aged 16-18 whilst still in full time education	March 2011	<ul style="list-style-type: none"> <li>• 60 work placements</li> <li>• 48 beneficiaries training/ non-accredited qualifications</li> </ul>	Southwark Families and Children's Trust, Southwark 14-19 Partnership, Southwark Council, Young People's Learning Agency, Southwark Works	Southwark Council, WNF, Corporation of London, S106	

Objectives	Actions	Timescale	Target Outputs and Outcomes	Responsibility	Funding Body	Achievements
	Local Economy Group represented on Reducing Re-Offending Board by Jobcentre Plus and Southwark Council Economic Development Team	2010-2011	<ul style="list-style-type: none"> <li>Representative identified and attending meetings</li> <li>Reports back to the Local Economy Group</li> </ul>	Safer Southwark Reducing Re-offending Board, Local Economy Group, Southwark Council, Jobcentre Plus	Within partner resources	
	Conduct a rapid Health Impact Assessment on the draft Employment & Enterprise Strategies	November 2010	<ul style="list-style-type: none"> <li>Recommend opportunities for increasing the health opportunities within economic strategic priorities.</li> <li>Priorities for action to be fed into 2010/2011 delivery plans.</li> </ul>	Adult Health and Wellbeing Board, Local Economy Group	PCT	

## PRIORITY 2 - Increase business and employer engagement

**Focus:** We will continue to work in partnership with the local business community building on successful initiatives to engage employers with 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, particularly the health sector as an important employer, 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. Improving how we work with local employers, developers and regeneration partners is vital in tackling persistently high levels of worklessness despite significant jobs growth.

### Expected Outcome and Related Indicators

More and better co-ordinated business and employer engagement to support our targets in getting priority groups into work and accessing training and skills opportunities.

Objectives	Actions	Timescale	Target Outputs and Outcomes	Responsibility	Funding Body	Achievements
<b>1. Engage more employers to identify skill needs and develop entry points for priority groups to access local employment and training</b>	Southbank Employers Group (SBEG) employment, training and apprenticeship recruitment programme	April 2010 – July 2010	<ul style="list-style-type: none"> <li>15 people into employment</li> <li>3 apprenticeships</li> <li>22 training placements</li> </ul>	Southbank Employers Group, Southwark Works, Southwark Council	Southwark Council	

Objectives	Actions	Timescale	Target Outputs and Outcomes	Responsibility	Funding Body	Achievements
<b>opportunities</b>						
	Business Improvement Districts (BIDs) employer engagement research and implementation programme.	April 2010 – October 2010	<ul style="list-style-type: none"> <li>Identify key businesses and major employers in the BIDs area and in rest of the borough</li> <li>Pilot programme completed</li> <li>Stakeholder event to recommend forward strategy</li> </ul>	Southwark Council, The Means, LEPU, Team London Bridge, Better Bankside, Waterloo Quarter	WNF	
	Research and pilot SME employer engagement mechanisms	April 2010 – October 2010	<ul style="list-style-type: none"> <li>Research programme completed, focusing on under represented groups</li> <li>Stakeholder event recommending forward strategy</li> </ul>	Southwark Council, The Means, Black Business Initiative, LEPU	WNF	
<b>2. Continue to promote and develop apprenticeships and work placements with local businesses and public sector partners</b>	Council Apprenticeship Programme	2010/11	22 council apprenticeships	Southwark Council	DWP (Future Jobs Fund), Southwark Council, WNF	
<b>3. Work with developers and regeneration partners to secure employment, training and skills and apprenticeship opportunities for Southwark residents</b>	Bankside Logistics Forum - Developers and contractors sign up to a specific commitment of employment and apprenticeship opportunities for residents and for delivery of Work Place Coordinator activity upon gaining membership of Bankside Logistics Forum	2010/2011	<ul style="list-style-type: none"> <li>A minimum of two jobs fairs held with developers and contractors</li> <li>Monthly meetings to inform best practice and share information on forthcoming opportunities</li> </ul>	Southwark Council, Better Bankside, developers, contractors	Within partner resources	
	Elephant and Castle Early Housing Sites (Consortium B)	2011-2012	<p>Targets for the lifetime of the project:</p> <ul style="list-style-type: none"> <li>210 starters</li> <li>105 CSCS/basic skills</li> <li>210 IAG sessions</li> <li>40 ESoL, literacy and numeracy qualifications</li> <li>105 people into jobs</li> </ul>	Southwark Council, RSL Consortium B - Wandle Housing, London & Quadrant, Guinness Housing	Southwark Council Development Funding	

Objectives	Actions	Timescale	Target Outputs and Outcomes	Responsibility	Funding Body	Achievements
	Canada Water	2010-2012	Targets for the lifetime of the project: <ul style="list-style-type: none"> <li>• 150 starters</li> <li>• 75 CSCS/basic skills</li> <li>• 150 IAG sessions</li> <li>• 30 ESoL, literacy and numeracy qualifications/short courses</li> <li>• 150 people into jobs</li> </ul>	Barratt East London, BL Canada Quays, Canada Water Economic Steering Group, Southwark Council	Southwark Council Development Funding	
	Section 106 agreements on major developments in the borough:  Transforming Tate Modern	2010-2012	Targets below are for the lifetime of the project: <ul style="list-style-type: none"> <li>• 120 starters</li> <li>• 70 CSCS/basic skills</li> <li>• 30 ESoL, literacy and numeracy qualifications/short courses</li> </ul>	Mace Sustain, Tate Galleries, Southwark Council	Southwark Council Development Funding	
	Camberwell Grove	2010-2011	<ul style="list-style-type: none"> <li>• ICE courses</li> <li>• 70 people into jobs</li> <li>• 24 starters</li> <li>• 30 CSCS courses</li> <li>• 6 basic skills</li> <li>• 6 NVQ 1 and 2</li> <li>• 6 work experience</li> <li>• 12 people into jobs</li> </ul>	St. George Plc, Southwark Council	Southwark Council Development Funding	
	NEO Bankside	2010-2012	<ul style="list-style-type: none"> <li>• 70 starters</li> <li>• 70 CSCS courses</li> <li>• 70 IAG sessions</li> <li>• 30 ESoL, literacy and numeracy qualifications/short courses</li> <li>• 24 NVQ 1 and 2</li> <li>• 70 People into jobs</li> </ul>	Carillion, Native Land, Carillion Training, Southwark Council	Southwark Council Development Funding	
<b>3. Continue to work with our partners to embed local economic benefits into procurement</b>	Build economic benefit expectations into procurement processes and link suppliers and contractors to Southwark programmes supporting employment, skills and training		Increased employment and skills opportunities for local residents through local contracts	Southwark Council; Local Economy Group; Adult Health and Well-Being Board	Within partner resources	

### PRIORITY 3 - Raise skills for sustainable employment

**Focus:** We will work increasingly closely with children's 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. We will promote the take-up of in-work training 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 – 19 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
- ESOL provision (Local)
- Inequality Gap reduction in attainment at 19 Level 2 (NI 82)
- % of the working age population with no qualifications (Local)
- 16-18 year olds Not in Employment, Education and Training (NEET) (NI 117)

Objectives	Actions	Timescale	Target Outputs and Outcomes	Responsibility	Funding Body	Achievements
<b>1. Promote vocational routes to employment and supported placement schemes such as modern apprenticeships and work placements</b>	Provision of essential vocational pathways for 14 - 16 year olds, 16 - 19 year olds and adults that include a wide range of qualifications such as NVQs, Apprenticeships, BTECs and City & Guilds qualifications amongst others.	Ongoing	Mainstream contribution to <ul style="list-style-type: none"> <li>• N1 163 – % of working age population qualified to at least Level 2 or higher</li> <li>• Local indicator - % of the working age population with no qualifications</li> </ul>	Southwark College	SFA	
	Developing provision for ESOL and LLDD learners and for those learners requiring literacy, numeracy, functional or essential skills to support their progress along a vocational pathway.	Ongoing	Mainstream contribution to <ul style="list-style-type: none"> <li>• NI 146 - adults with learning disabilities in employment</li> <li>• Local indicator – ESOL provision</li> </ul>	Southwark College	SFA	



<b>Objectives</b>	<b>Actions</b>	<b>Timescale</b>	<b>Target Outputs and Outcomes</b>	<b>Responsibility</b>	<b>Funding Body</b>	<b>Achievements</b>
	Promote vocational higher education and raise student aspirations within schools, colleges and the local community in association with Aimhigher representatives in schools and the council.	2010-11	Events in schools, taster and information days at the University, individual and group mentoring and revision support sessions and annual Widening Participation Summer School.	London South Bank University	LSBU	
<b>2. Promote the take up of in-work training to ensure that businesses benefit from approximately skilled staff</b>	Work with Business Link in London and London Brokerage to promote the national skills service Train to Gain.	2010-2011	<ul style="list-style-type: none"> <li>• Develop borough specific information for employers</li> <li>• Develop sector specific information to employers</li> <li>• Support council organised events for employers</li> </ul>	Local Economy Group	Within partner resources	
<b>3. Support the Southwark Children's and Families Trust to implement the 14-19 commissioning statement integrating provision with employment and enterprise services</b>	Integrate the work of Connexions, and other 14-19 Information Advice and Guidance provision with employment and enterprise services.	2010-2011	Complete feasibility report into joint delivery options for IAG provision for adults and young people.	Southwark Council	Currently within partner resources	