



LAMBETH SCRUTINY COMMISSION ACTION PLAN

Report title: Jobs for All Scrutiny Commission

Report commissioned by: Overview and Scrutiny Committee

Date adopted by Cabinet: 25 June 2018

Review process: 14 March 2019

	Recommendation	Response – June 2018	Resource implications	Update – March 2019	Lead Officer
The Council as Employer					
The Council should lead by example and be a good employer of those who face barriers to employment. It should also seek to share good practice with other local employers. Specifically:					
1.	In line with the findings of the Equalities Commission the Council should look at how it might recruit individuals who are further away from the labour market ensuring that the appropriate support is put in place for them to secure and sustain themselves in work.	<p><u>Project/Activity</u></p> <ul style="list-style-type: none"> • Steps to Success <ul style="list-style-type: none"> - The Council’s employment support programme for Care Leavers, supporting 40 care leavers into employment, education or training • Workforce Plus <ul style="list-style-type: none"> - A 2-week pre-apprenticeship programme designed for residents who have faced multiple and complex barriers to entering and sustaining employment including NEETs. - The Workforce Plus programme will be targeted at priority groups aged 18+ identified within the Equality Commission. It is anticipated that 15 – 20 people will progress into apprenticeships on average annually • LIFE (<i>Lambeth’s Inclusive Futures Employment Project</i>) <ul style="list-style-type: none"> - An innovative public/private initiative focused on improving the paid employment rate of our residents with Learning Disabilities and Disabilities in partnership with Capita and Mencap to support 10 people into 	<p>Employment and Skills S106: ES 106 (and SPD) monitoring and negotiations to support our ambitions.</p> <p>All activity is funded from planning gain from S106 Employment and Skills covenants and so is dependent of that funding source being available.</p>	<p>In February 2018, Cabinet agreed an approach to recruiting local people further away from the labour market. This was referred to as “Aspirational Futures” and included the range of projects set out in the June 2018 response. The annual target for apprentices to be started within the council is 60-80.</p> <p>These projects continue to be delivered and have had some success in recruiting people to council job opportunities.</p> <p>Apprenticeships – there have been two recruitment rounds to council apprenticeships since the last update. 10 people from the projects listed in June 2018 have secured council apprenticeships through Workforce Plus and Steps to Success.</p> <p>The LIFE project has achieved the following outcomes to date:</p> <ul style="list-style-type: none"> • Paid role (Parks, 16 hours per week). This began with a traineeship at the beginning of September 2018 with the candidate successfully transitioning to a paid role from the 12th December • Paid role (Apprenticeship, Education & Learning). Candidate was supported 	<p>Economic Inclusion lead</p> <p><i>John Bennett</i></p>

		<p>apprenticeships or traineeships within the council and Capita</p> <ul style="list-style-type: none"> • YOLO (Young Opportunity Lambeth) <ul style="list-style-type: none"> - The YOLO project is being delivered to a cohort of 60 Year 9 students across 2 schools (Norwood and Elmgreen). The students will be identified using a range of 'at risk' criteria which have been agreed to suggest that they may not be on track for a successful post-school destination. Outcomes will be tracked at the end of the first year and the programme will be run again for two following years, tracking the first cohorts and bringing on new ones. The intention is to be able to evidence the positive impacts of an employer-led, in school vocational offer on long term EET post-school destinations. 		<p>to apply for apprenticeship roles after engagement at Lambeth College Big Careers Day (July 2018). Started on 1st October 2018</p> <ul style="list-style-type: none"> • Traineeship (ICT). Candidate has successfully undertaken the traineeship (Oct '18- Jan '19) and is now waiting for the creation of a new (paid) role • Further roles being planned in Economic Inclusion (supported internship administration role with six weeks work experience beforehand, starting in May), Adult Social Care (Kitchen Assistant at Central Hill Day Services, recruitment in next couple of weeks), Business Support, Customer Service, Libraries, Leader's Office and Lambeth Music Service. <p>Young Opportunity Lambeth Offer (YOLO) has completed its first cohort of 60 students. Feedback from participants, their parents and schools has been positive. An independent evaluation of the project is currently being completed and its findings will be used in making decisions about any further funding awards to the project.</p> <p>Steps to Success – 44 care leavers have been supported by the programme since April 2018, each receiving at least six hours of information, advice and guidance. 10 of those have moved into education, employment or training – 3 into council apprenticeships, 3 into full time employment, 1 part time employment, 2 full time education and 1 into training.</p>	
--	--	--	--	--	--

2.	<p>The council should ensure Steps to Success is being implemented with annual reports to the Children's Services Scrutiny Sub-Committee.</p>	<p>The Steps to Success Project is a partnership between The Virtual School, Social Work (Leaving Care Team) and Economic Inclusion. The partnership has also identified DWP funding which is being used to commission a delivery partner, Drive Forward.</p> <p>Drive Forward will receive referrals from the council from the Looked After Children (LAC)/Children Leaving Care (CLC) cohort aged 16-24, identified by the council as NEET or at risk of being NEET.</p> <p>Annual reports can be provided to the Children's Services Scrutiny Sub-Committee. Steps to Success is currently funded from March 2018 to March 2019.</p>	<p>Funding in place from DWP for next 12 months</p>	<p>The Steps to Success project continues to be delivered by a partnership of internal teams, alongside a commissioned provider (Drive Forward). This year 40 Care Leavers have been supported by Drive Forward with a target of 14 to move into employment. The outcomes to date are listed above.</p> <p>Funding has been secured from the Economic Inclusion team and DWP to be able to continue the employment support in 2019/20. Following a review of the project, greater emphasis will be given to outreach and engagement of Care Leavers to encourage greater take-up of the employment support offer.</p> <p>A progress report was provided to the Corporate Parenting Board in December 2018.</p>	<p>Steps to Success Partnership:</p> <p>Economic Inclusion</p> <p>Virtual School</p> <p>Children's Social Care</p>
<p>The Council as Purchaser</p>					
3.	<p>There should be a coherent Social Value Strategy which includes guidance for commissioners and procurement on what outcomes the Council expects from purchasing, with links to relevant strategies and helpful information such as lists of cohorts we are trying to assist, and organisations which can be involved.</p>	<p>Procurement is now at the final stage of approving new Responsible Procurement guidance which requires tendering officers to look into all deliverable Social Value aspects. The Performance Team in Policy and Communications will work with the Procurement team to develop a measurement and reporting system for delivery of social value through this guide.</p>	<p>Within the existing procurement and performance resource</p>	<p>Consultation and engagement has been extensive but taken longer than expected. Approach broadly accepted by Informal Cabinet. Draft priorities include supported employment and apprentices for disadvantaged groups but not yet agreed. Framework to support delivery and discussions with policy teams and performance are ongoing.</p>	<p>Policy & Communication lead</p> <p><i>Hannah Jameson</i></p>

4.	Delivery of Social Value (SV) must be tracked to ensure suppliers are complying, through a Council-wide, systematic mechanism.	Procurement is now at the final stage of approving new Responsible Procurement guidance which requires tendering officers to look into all deliverable Social Value aspects. The Performance Team in Policy and Communications will work with the Procurement team to develop a measurement and reporting system for delivery of social value through this guide.	Within the existing procurement and performance resource	As above.	Policy & Communication lead <i>Hannah Jameson</i>
5.	Procurement and commissioning processes should where appropriate give suppliers the option of subcontracting delivery of apprenticeships and supported employment to social enterprises (SEs).	Procurement is now at the final stage of approving new Responsible Procurement guidance which requires tendering officers to look into all deliverable Social Value aspects including apprenticeship. The new RP Guide will now include specific prompts around sub-contracting where relevant. Part of Embedding Responsible Procurement. Planned to complete end June 2018	Within the existing procurement resource	Consultation and engagement has been extensive but taken longer than expected. The new Policy is due to be considered by Informal Cabinet in February 2019 and implemented thereafter.	Procurement lead <i>Rachel Willsher</i>
6.	Procurers should consider the importance of supply chains and subcontractors in large contracts; officers should investigate whether social value requirements can be placed on subcontractors as well as the primary contractor.	This will be most relevant to contracts where substantial volume is going to be subcontracted. Procurement is working with corporate policy team to design a Social Value statement that would be included in all large value tenders and would encourage dissemination of the social value elements throughout the supply chain. Part of Embedding Responsible Procurement. Planned to complete end June 2018	Within the existing procurement resource	As above, this will be incorporated in the new policy.	Procurement lead <i>Rachel Willsher</i>

7.	<p>Where procurement delivers lower cost than expected, consideration should be given to diverting the available funds to directly support SV outcomes; it is recognised that these decisions would need made through the Medium Term Financial Strategy and financial planning process of the council.</p>	<p>Savings achieved through procurement are reported corporately for inclusion in budget consideration.</p>	<p>Within the existing procurement resource</p>	<p>No further update.</p>	<p>Procurement lead <i>Rachel Willsher</i></p>
8.	<p>Council priorities for employment and skills should include access to a wide range of potential opportunities for our residents targeting those identified in the Equalities Commission and we should consider how to promote the range of opportunities available to these priority groups.</p>	<p>Opportunity Lambeth is the primary mechanism through which all available opportunities can be made available to residents. This is a website where employment support and jobs can be promoted.</p> <p>The system has the ability to prioritise certain groups of residents to enable them to get access before the opportunities are publicised more widely. The prioritisation allows for a focus on the equalities commission priority groups but can be adapted as appropriate.</p> <p>Any resident registering on Opportunity Lambeth will be reviewed to see if they meet our priority groups. If so, they will be supported by a personal adviser who will ensure they access appropriate services to respond to their employability needs as well as tackling any other relevant barriers to employment (e.g. housing, debt).</p>	<p>Fully funded by Employment and Skills S106 obligations</p>	<p>The council's employment priorities and resulting services continue to focus on those who are furthest away from the labour market including those identified in the Equalities Commission report (disabled residents, residents with mental health issues, and residents with complex needs). In addition to the projects listed under recommendation 1, a number of other employment programmes are in place:</p> <p>Pathways to Employment - aims to prevent residents with complex needs from becoming or staying long term unemployed and cycling in and out of different employment programmes. Individuals are supported by a key worker who works with them to address barriers to work. Commissioned jointly with Southwark and Lewisham Councils, it has supported 433 Lambeth residents of whom 174 have got a job (95 of whom sustained their employment).</p> <p>Central London Works - will help people who have physical or mental health barriers to employment, with the majority of participants</p>	<p>Economic Inclusion lead <i>John Bennett</i></p>

				<p>having a diagnosed condition. Other participants will have been unemployed for 2+ years or be a local priority for engagement (e.g. ex-offenders, carers, homeless people, care leavers). Participants will receive up to 15 months personalised support to help them into work, and 6 months support in employment, or to make a meaningful step towards employment through taking up training, work experience or managing their health condition(s).</p> <p>Opportunity Lambeth – feedback on the website is leading to changes in the design and usability of the site in April 2019. St Giles Trust have been commissioned to provide employment support to people who register with the website and are seeking help.</p> <p>Plans for a more comprehensive portfolio of commissioned services, including outreach and promotion, are outlined in the accompanying report.</p>	
9.	<p>The Council should review its contracts register to identify possible contract opportunities that could be used to deliver employment support to disadvantaged groups. Procurement teams should be advised of any available options for the use of providers of employment support provision to facilitate a wider range of targeted social value outcomes.</p>	<p>The 3-year Procurement Plan is refreshed and published quarterly. Category Managers will be working with the Economic Inclusion team to identify opportunities.</p> <p>Specific responsibility for this work is included in job descriptions for roles created through the recent Neighbourhoods and Growth restructure.</p> <p>Quarterly meetings between procurement and economic inclusion teams will be scheduled to review upcoming opportunities.</p>	<p>Officer time funded from within existing resources</p>	<p>The new structure in Neighbourhoods and Growth has now been implemented, with recruitment taking place for vacant posts in the Economic Inclusion team. This will provide some resource to improve the connections between procurement and local employment opportunities.</p> <p>Regular meetings between the Head of Procurement and Head of Economic Inclusion are scheduled to review the Procurement Plan and identify any specific upcoming opportunities.</p> <p>The Economic Inclusion team are also in discussions with the Vocational Services team</p>	<p>Economic Inclusion lead</p> <p><i>John Bennett</i></p> <p>Procurement lead</p> <p><i>Rachel Willsher</i></p>

				in SLAM to improve the “supply” side of local employment support providers.	
10.	<p>The Council should benchmark against other Local Authority areas in relation to best practice within Procurement strategies focusing on Social Value impacts, for example reviewing the City of London Procurement Strategy specifically in relation to how social enterprises could be targeted for contracts.</p>	<p>Lambeth procurement is a permanent member and an active participant of London Responsible Procurement Network and have recently presented its new Responsible Procurement Guide for consultation and comments.</p> <p>Sustainability leads in other London Councils, including the Corporation of London provided very positive feedback on Lambeth approach and have acknowledged that Lambeth is a lead in this area.</p> <p>Targeting of Social Enterprises within relevant markets will be addressed within the new Responsible Procurement Guide.</p> <p>Part of Embedding Responsible Procurement. Planned to complete end June 2018</p>	<p>Within the existing procurement resource</p>	<p>Still to be addressed as part of the new policy.</p>	<p>Procurement lead</p> <p><i>Rachel Willsher</i></p>
11.	<p>If the Council commissions Social Enterprises to deliver employment support it needs to consider whether there is a need for the contract to be for extended periods of time with evaluation of outcomes suitably constructed.</p>	<p>Procurement would develop appropriate performance metrics in collaboration with the Economic Inclusion team and sufficient time to deliver outcomes would be a factor in determining contract term.</p>	<p>Within the existing procurement resource</p>	<p>No further update</p>	<p>Procurement lead</p> <p><i>Rachel Willsher</i></p>
12.	<p>Council should develop a KPI (key performance indicator) for measuring the local multiplier effect</p>	<p>Responsible Procurement Guide currently utilises KPIs that have been agreed in the Borough Plan. Additionally, Sustainable Development Indicators in</p>	<p>This would require additional training and</p>	<p>Not planned to be implemented.</p>	<p>Procurement lead</p> <p><i>Rachel Willsher</i></p>

	of its procurement contracts based on LM3 (Local Multiplier 3). There should be an overall target for increasing the local multiplier for the Borough, and the Social Value Strategy should include methods of achieving this increase.	the scope recommended by the Central Government. This does not include the use of LM3 which was developed separately by NEF. Procurement need further understanding of benefits that this formula offers to the organisation before this action is programmed to be implemented.	internal capacity.		
13.	The Procurement Strategy should show how contracts are being packaged, sized and advertised so as to enable small and medium sized enterprise (SMEs) and Social Enterprises to bid for them or to become part of the supply chain.	Lotting process is already required by PCR2015 and justification for not doing it is already included in the procurement processes. Consideration of the benefits of early engagement is already provided in procurement guidance. Lambeth Commercial Advertising guidance already includes the requirement to obtain one quote from a local supplier for under £100k and to include advertising approach in the Procurement Strategy report for higher values.	Within the existing procurement resource	No further update	Procurement lead <i>Rachel Willsher</i>
14.	There should be a progress review on the NEF Consulting/Numbers for Good: Lambeth Supported Employment and Social Enterprise Model (March 2016).	There is no current intention to deliver specifically against this. The only activity undertaking supported employment is the LIFE project, although the new DWP Work and Health programme – Central London Works – may have some relevant outcomes.	No resource requirement	No further update	Economic Inclusion lead <i>John Bennett</i>

The Council as Influencer

15.	<p>The Council should, wherever possible, through contacts developed by its employment support services and other means, support public and private sector employers to develop opportunities for disadvantaged residents, for example:</p> <ul style="list-style-type: none"> ○ The Council should have a lead role in overseeing the development of good practice in the delivery of the Apprenticeship levy; ○ The Council should inform employers of the benefits of recruiting from more disadvantaged groups and refer them to sources of information and support in order to encourage them to consider it. Including occasional awareness raising events. 	<p>In February 2018 Cabinet agreed the Aspirational Futures programme. This sets out the council's approach to apprenticeships, and includes projects such as YOLO, LIFE and Workforce Plus (as outlined in Recommendation 1). These activities are set in the strategic context of the Borough Plan and Equalities Commission priorities in targeting disadvantaged residents.</p> <p>Whilst the council can promote the benefits of employing local people, including those from disadvantaged groups or apprentices, there are only a limited number of levers available for the council to use in doing so. For example, through our procurement policy (as already outlined above) and through Section 106 planning obligations. Other methods of support and promotion would involve voluntary cooperation by employers which is sometimes more difficult to achieve. Officers from many teams within the council, particularly the Growth, Planning and Employment division, seek to build relationships with local employers with the promotion of employing local disadvantaged residents one of the main topics of discussion.</p> <p>Further opportunities may arise from sector specific engagement with employers, especially where the council is seeking to attract external funding that will benefit the sector. A specific example is the Creative and Digital Industries (CDI) where the council has been successful in securing funding for "Next</p>	<p>Employment projects funded by S106 employment and skills contributions.</p> <p>Next Generation project funded by the Mayor of London</p>	<p>Through their commissioned contracts, many local employment support providers engage directly with local businesses to encourage them to recruit from our priority groups.</p> <p>For example, the charity Drive Forward are currently commissioned to provide employment support to Care Leavers. A key element of their delivery is engaging with employers to promote the importance of employing people from a range of backgrounds, in this case particularly care leavers. They also provide support to managers and employers in outlining some of the challenges that a care leaver might face when moving into employment and what kind of support they might need beyond that provided by Drive Forward.</p> <p>The council has recently been successful in bidding for funding for the South London Innovation Corridor. As well as funding new workspace for creative and digital industries, it also includes funding for employment and skills projects such as pre-apprenticeship training and support for in-work progression. This will involve working with employers in the creative and digital industries to help them understand the benefits of employing people from disadvantaged backgrounds as well as providing some direct employment support to those residents.</p>	<p>Economic Inclusion lead</p> <p><i>John Bennett</i></p> <p>Next Generation project lead</p> <p><i>Matthew Blades</i></p>
-----	---	---	---	---	--

		Generation”, a project that seeks to increase the number of women and people from BME backgrounds in employment in the CDI.			
16.	The Council should, along with partners including through Lambeth First, support the Mayor of London’s promotion of the ‘Good Work Standard’.	<p>The council welcomes the development of a Good Work Standard by the Mayor of London. Consultation on a draft standard took place in 2017 and an update from the Mayor on when the final Good Work Standard will be published is awaited.</p> <p>The council has already been active in promoting some elements of the Good Work Standard. The council is already a Living Wage accredited employer and Friendly Funder, and seeks to promote payment of the Living Wage by local employers (e.g. celebration event during Living Wage week). The council has also been an active support and promoter of the Step Up programme, funded by Walcot Foundation and Trust for London, which seeks to support residents to progress in work (e.g. seek more hours, promotion, pay rise). Awaiting publication of the Good Work Standard by Mayor of London – no date currently announced.</p>	To be reviewed following publication of Good Work Standard.	<p>Promotion of the Living Wage continues to be a significant priority for the council. Recent activity includes celebrating Living Wage Week with an event at the Kia Oval for local employers who are, or are considering becoming, Living Wage accredited; adding Living Wage branding to all council vehicles to improve the promotion of the living wage; and an agreement to provide a Business Rate discount for employers who become Living Wage accredited in 2019/20.</p> <p>The Mayor has only recently published the Good Work Standard. This will now be reviewed to see whether the council feels it goes far enough in promoting fair employment practices.</p>	<p>Economic Inclusion lead</p> <p><i>John Bennett</i></p>
17.	The Council should consider how to promote the availability of all employment and skills provision to residents and businesses using digital and offline platforms, and networks such as the BIDs.	<p>Opportunity Lambeth is the primary mechanism through which all available opportunities can be made available to residents. This is a website where employment support and jobs can be promoted.</p> <p>The system has the ability to prioritise certain groups of residents to enable them to get access before the opportunities are publicised more widely.</p>	Fully funded by Employment and Skills S106 obligations	<p>The council continues to promote employment and skills provision through a variety of channels including the council website and Opportunity Lambeth; as well as more traditional channels such as posters, leaflets etc in community venues.</p> <p>St Giles Trust, through their Opportunity Lambeth contract, do outreach in the Civic Centre to engage residents.</p>	<p>Economic Inclusion lead</p> <p><i>John Bennett</i></p>

		<p>The prioritisation allows for a focus on the equalities commission priority groups but can be adapted as appropriate.</p> <p>Any resident registering on Opportunity Lambeth will be reviewed to see if they meet our priority groups. If so, they will be supported by a personal adviser who will ensure they access appropriate services to respond to their employability needs as well as tackling any other relevant barriers to employment (e.g. housing, debt).</p>		<p>Many referrals for employment support come through Jobcentre Plus advisors, so ensuring these staff have up-to-date knowledge of the local employment support available is a priority for the council and all employment support providers.</p> <p>The Lambeth Made programme is also working with local businesses and BIDs to better promote employment of young people.</p>	
18	<p>The Council should discuss with the BID network ways in which they can inform member employers of the benefits of recruiting from more disadvantaged groups including, for example, holding open days where employers can meet a range of employment support providers.</p>	<p>This will be discussed at a BID Forum meeting later in 2018. It should be noted that local employment outcomes are not included in the majority of BID manifestos and therefore is unlikely to be a significant priority for many of the BIDs.</p>	<p>Within existing officer resources</p>	<p>It has not been possible to get this on the agenda for a BID Forum meeting yet, but we will seek to discuss it in 2019.</p> <p>Positive discussions have taken place with some individual BIDs, notably Brixton, Vauxhall and South Bank, who have particular ideas in promoting positive local employment opportunities.</p>	<p>Business and Inward Investment Lead</p> <p><i>Matt Blades</i></p>
19.	<p>The Council should support the development of capacity in the Voluntary and Community Sector, for example by facilitating relationships with the business community and developing guidance to support employers to develop their employment support offer including how to make recruitment processes accessible.</p>	<p>The Policy Team will work with HR, Procurement and Neighbourhoods & Growth to identify and access guidance on employment projects available to suppliers.</p>	<p>Within existing officer resources</p>	<p>The Policy Team will work with HR, Procurement and Neighbourhoods & Growth to identify and access guidance on employment projects available to suppliers.</p>	<p>Policy & Communication lead</p> <p><i>Hannah Jameson</i></p>

20.	The Council should engage with community leadership groups to develop our understanding of the specific barriers faced by their members; this should focus on those communities identified within the Equalities Commission recommendations.	This will form part of the continued delivery of the Equalities Commission.	Within existing officer resources	The Equality Commission has been extending our understanding of labour market barriers. In September Commissioners held a specific evidence gathering session on low-pay, the factors driving this, and its impacts on different communities. The Commission heard directly from different community groups and organisations. As a result of this, there will be a continued focus on low pay and progression by the Commission this year.	Policy & Communication lead <i>Hannah Jameson</i>
The Council as Housing Provider					
21.	The Work Wise programme for tenants should consider modifying its objectives and reporting to ensure it supports those groups identified by the Equalities Commission as being particularly in need.	The Workwise project was specifically commissioned in order to support those affected by welfare reform and/or at threat of eviction through rent arrears. There is significant crossover between these groups and those identified by the Equalities Commission as being in need. The 2017/18 Workwise Annual Report has recently been published and includes an analysis of clients by equalities group. For example, in 2017/18 66% of people supported were Black or Black British and 12% reported having a disability.	Within existing resources	Workwise continues to support Lambeth Council tenants affected by welfare reforms and/or at threat of eviction through rent arrears. The scope of the project also now includes private sector tenants and those in temporary accommodation. The latest participant data shows that 11% of service users report having a disability, and that 76% are from Black or Minority Ethnic communities.	Housing lead <i>Linda Oginni</i>
The Council as Planning Authority					
22.	The revised Employment and Skills Supplementary Planning Document (SPD) is currently going through the required approval	The Employment and Skills SPD was approved by Cabinet in February 2018. Any major developments now seeking planning permission will need to ensure	Funded from Section 106 employment	In the first two quarters of 2018/19, 185 Lambeth residents secured jobs on developments with a Section 106 agreement.	Economic Inclusion lead <i>John Bennett</i>

	<p>processes; when the final SPD is adopted then the Council should monitor and review its impact on the employment and skills development of disadvantaged groups.</p>	<p>they deliver the obligations set out in this document.</p> <p>Given the length of time between awarding planning permission, construction work beginning and the final development being occupied it may be several years before the impact of the revised approach is properly evidenced.</p> <p>However annual monitoring reports will be produced to show the outcomes achieved through Section 106 employment and skills planning obligations, including their impact on disadvantaged groups.</p>	<p>and skills contributions</p>	<p>New quarterly monitoring arrangements have been put in place with all developments to ensure we are receiving timely information and we are able to take remedial action with any developers who are not meeting their targets.</p> <p>The impact of the revised Employment and Skills SPD is still difficult to judge as many of the developments which have been approved since its adoption have not yet started construction.</p>	
23.	<p>Where industrial development sites are brought forward, or where meanwhile sites or other currently unused properties or pieces of land are identified, the Council should look for opportunities to help self-employed residents take advantage of them. The Council should ensure that Planning, Inclusion and Business Development functions work closely together to achieve this.</p>	<p>Where the council is a promoter of the development, the need to make opportunities available to local self-employed residents and/or locally owned businesses will be included in the Service Level Agreements. This is already the case in a number of projects including Pop Brixton, Granby Place and Your New Town Hall enterprise space.</p> <p>Additionally, affordable workspace is also a topic being explored through the Local Plan Review (and the London Plan).</p>	<p>Within existing officer resources</p>	<p>A recent example of this recommendation being enacted is with the opening of International House. This 11 storey office block in Brixton town centre is council-owned and being run by 3space for the next five years. The building will operate as affordable workspace, focusing on organisations in the creative and digital industries. It will also provide free and affordable workspace for local community organisations.</p>	<p>Director Development, Planning and Housing Growth</p> <p><i>Sandra Roebuck</i></p>
The Council as leader of Partnerships					
24.	<p>The Council, working through Lambeth First and other partnerships, should encourage partner</p>	<p>The council is already working with Lambeth First partners on the specific issue of employing local disadvantaged young people through apprenticeship</p>	<p>Opportunity Lambeth and Workforce Plus are</p>	<p>The council continues to work with Lambeth First partners on recruiting local disadvantaged young people to</p>	<p>Economic Inclusion lead</p> <p><i>John Bennett</i></p>

	<p>organisations and suppliers to recognise the value of recruiting from disadvantaged groups and should provide information as to the help available from employment support providers to employers.</p>	<p>programmes. This led to the development of the Workforce Plus project, as outlined above.</p> <p>The council will be promoting the Opportunity Lambeth website to partner organisations and suppliers as the route to advertise job vacancies locally and to understand the employment support that is available in the borough.</p>	<p>funded from Section 106 employment and skills contributions</p>	<p>apprenticeships in the public sector. This is through the Workforce Plus project.</p> <p>The council continues to promote local employment support through the Opportunity Lambeth website.</p> <p>Local employment support organisations also work closely with many local partners and suppliers. Different organisations have different relationships with partners. For example, Green Man Skills Zone in Loughborough Junction work closely with Kings College Hospital.</p>	
25.	<p>Council should work with Lambeth Clinical Commissioning Group (CCG) through the Health and Wellbeing Board to investigate the benefits of providing employment advice at GP surgeries, and enabling doctors to refer patients to employment support services. This should take into consideration the work undertaken in Islington.</p>	<p>A number of employment support programmes have established links (including co-location) with health partners. These include Central London Works (the Work and Health Programme for Central London), Working Capital and Work Well.</p> <p>A review of the employment support that the council commissions is currently underway. This will look at good practice from other boroughs as well as any gaps or opportunities arising from the council's current provision (as outlined above). The potential to include employment advice offered in GP surgeries will be included as one of the options explored in that review. In the meantime officers will look at how GP surgeries and other health partners can be helped to understand what employment support is available (e.g. through the Opportunity Lambeth website).</p>	<p>Current employment programmes are already funded; and further activity identified through the employment support review will require consideration in light of available resources</p>	<p>Integration between health services and employment support is important in supporting people with disabilities and health conditions into employment. Currently this relies on signposting and referrals.</p> <p>There are some examples of co-location of employment and health services. For example Mosaic Clubhouse and The Harbour both have employment support available from their premises.</p> <p>Discussions about whether GPs are interested in having employment support located in their practices has not yet been advanced.</p>	<p>Economic Inclusion lead</p> <p><i>John Bennett</i></p>

26.	<p>The Council, working in partnership with DWP, should ensure that when job seekers being helped by Employment and Skills experience difficulty in obtaining identification documents, a protocol exists whereby assistance can be obtained from DWP.</p>	<p>DWP can provide letters confirming entitlement to welfare benefits which can be used for evidence of current address (e.g. for opening bank accounts).</p> <p>However this recommendation relates to a broader issue with employers requiring new starters to provide a passport or biometric ID card. As has been seen with the recent Windrush scandal, the difficulty with people being able to get these documents (aside from the high cost involved) is more related to issues with Home Office policy and processes. It is suggested the council waits to see what, if any, changes are made as a result of the Windrush scandal and review whether these have any positive impact on the identification issues faced by some residents.</p>		<p>DWP remain open to providing benefit entitlement letters that can be used as proof of address.</p> <p>When commissioning employment support, the council includes a discretionary fund which can be used by the provider to pay for any items that clients need and cannot access through other sources. This could include ID documents, as well as items such as clothing or tools.</p> <p>Where residents are struggling to obtain appropriate identification documents they are signposted to local advice services, such as Lambeth Law Centre, who may be able to provide support. However the council does not currently commission advice provision related to immigration or nationality issues.</p> <p>Council officers will raise the issue of support with identification with local DWP officers to see if anything further can be done at a local level to ensure that residents are able to obtain appropriate identification documents.</p>	<p>Economic Inclusion lead</p> <p><i>John Bennett</i></p>
Improving our Practice					
27.	<p>Council priorities for employment and skills should include access to a wide range of potential opportunities for our residents targeting those groups identified in the Equalities Commission. The council should set out clearly what its employment and skills support offer is and we should consider how to</p>	<p>A review of employment support is currently underway in light of this recommendation, and the recommendations of the Equalities Commission. This review will lead to an Employment and Skills Plan which clearly sets out the council's priorities for employment and skills over the coming three years, and how these will be delivered. As well as including current projects that are evidenced to be having an impact, it will also include the</p>	<p>Officer time from within existing resources</p>	<p>A new commissioning model for employment support is proposed which reflects this recommendation. The new model will provide a "front door" to employment support through the Opportunity Lambeth website and outreach in the community. This will be supported by personalised employment support provided by specialist agencies working with the following groups of residents:</p> <ul style="list-style-type: none"> • Care leavers 	<p>Economic Inclusion lead</p> <p><i>John Bennett</i></p>

	<p>promote the range of opportunities available to these priority groups. The Council should continue to review, evaluate and develop all its employment support programmes to develop good practice and support the Equalities Commission recommendations.</p>	<p>commissioning of new employment programmes that are required to fill gaps in existing provision.</p> <p>This review will link with what services are promoted through the Opportunity Lambeth website and any other relevant promotional channels.</p>		<ul style="list-style-type: none"> • Young people 18-25 not in employment, education or training • Council tenants in arrears (or at risk of arrears) • Parents using Children’s Centres • Ex-offenders and those at risk of gang involvement • Disability and long-term health conditions • Mental health • In temporary accommodation, homeless, or at risk of homelessness • Wards with the highest claimant count • Seeking apprenticeships <p>The employment support will include employability support, addressing wider barriers to work (e.g. housing, debt, health), and support when someone gets into work.</p> <p>The employment support will be supplemented by jobs brokerage (i.e. working with employers to secure suitable vacancies).</p>	
28.	<p>The Council should ensure that at our libraries and other locations where internet access is available, support is available to help residents – especially those who are digitally excluded or who have learning difficulties or mental health issues – to carry out online job applications. This should be tested through mystery shopping.</p>	<p>Lambeth Libraries provide a wide range of support for the unemployed. There is a general but comprehensive offer across the whole service at all 10 libraries as well as more specific and targeted support at many branches as detailed below:</p> <p>Lambeth Libraries:</p> <ul style="list-style-type: none"> • Book-a-librarian sessions. One hour bookable librarian time to help with anything online from job searching, CV building, or general IT help 	<p>The provision as outlined is currently funded from existing resources or partnerships. Any further support offered would require funding.</p>	<p>The council continues to provide this wide range of support at libraries across Lambeth.</p>	<p>Libraries lead <i>Susanna Barnes</i></p> <p>Economic Inclusion lead <i>John Bennett</i></p>

- Stock relevant to job searching such as writing CVs, interview skills and completing assessment tests
- Professional library staff who have completed national library training module on supporting unemployed
- ESOL classes at several libraries
- Access to online resource Universal Skills to help with basic computer skills, job hunting skills, CV creation

Brixton

- Digital Champions - Mondays 1-4pm, Fridays 10am-1pm and Sundays 1.30-3.30pm
- Employment and CV support – Thursdays 1-3.30pm
- Renaisi information stall every Wednesday 10am-1pm offering appointments to help support people back into work
- SLaM – Work Well – new employment service about to start holding stalls in library

Durning

- Friday morning IT skills session
- Friday 1.30 - 4pm Job Shop

Minet

- Beginner IT class (14 week course) starts 14 June

Streatham

- Monday morning support for people with Visual Impairments with IT and to become work ready
- Location for One-to-One Job Centre advice sessions

Tate South Lambeth

		<ul style="list-style-type: none"> • Friday morning IT class • Tuesday morning support for people with Visual Impairments with IT helping to build work skills <p>Upper Norwood</p> <ul style="list-style-type: none"> • Digital Inclusion Classes (beginners) Tuesday and Saturday <p>West Norwood</p> <ul style="list-style-type: none"> • Friday 10am -12pm - IT workshop <p>Support is also available in Jobcentre Plus offices, including the digital support provided by Advising Communities to Universal Credit claimants.</p> <p>The vast majority of employment support provision also includes support for online job searching and applications, often on a 1-1 basis, and delivered from wherever the employment support is being provided.</p>			
29	<p>The Council should continue to review, evaluate and develop all its employment support programmes to develop good practice and support the Equalities Commission recommendations. Information on initiatives should be made available to elected members.</p>	<p>A review of employment support is currently underway in light of this recommendation, and the recommendations of the Equalities Commission. This review will lead to an Employment and Skills Plan which clearly sets out the council’s priorities for employment and skills over the coming three years, and how these will be delivered. As well as including current projects that are evidenced to be having an impact, it will also include the commissioning of new employment programmes that are required to fill gaps in existing provision.</p>	<p>Officer time from within existing resources</p>	<p>A new commissioning model for employment support is proposed which reflects this recommendation. The new model will provide a “front door” to employment support through the Opportunity Lambeth website and outreach in the community. This will be supported by personalised employment support provided by specialist agencies working with the following groups of residents:</p> <ul style="list-style-type: none"> • Care leavers • Young people 18-25 not in employment, education or training • Council tenants in arrears (or at risk of arrears) • Parents using Children’s Centres 	<p>Economic Inclusion lead</p> <p><i>John Bennett</i></p>

		Information on employment support projects is available to elected members through Opportunity Lambeth. Elected members will be identified as a specific audience in the communications plan for promoting Opportunity Lambeth from September 2018 onwards.		<ul style="list-style-type: none"> • Ex-offenders and those at risk of gang involvement • Disability and long-term health conditions • Mental health • In temporary accommodation, homeless, or at risk of homelessness • Wards with the highest claimant count • Seeking apprenticeships <p>The employment support will include employability support, addressing wider barriers to work (e.g. housing, debt, health), and support when someone gets into work.</p> <p>The employment support will be supplemented by jobs brokerage (i.e. working with employers to secure suitable vacancies).</p> <p>Once this support is commissioned, Elected Members will be provided with information about where to direct people for employment support. In the meantime, Opportunity Lambeth website remains the best place to direct residents.</p>	
30.	The Council, working with Job Centre Plus (JCP) should help graduates of employment schemes such as Pathways to Employment to provide peer support to each other through a network of former service users. This could be facilitated via an online forum and / or offline activities such as drop-in sessions.	<p>Graduates of Pathways to Employment are currently being encouraged to access a new project, Routeways, which seeks to support people who are in work to progress in their careers.</p> <p>Any employment programme commissioned by the council will include requirements for employment to be sustained, generally for at least 6 months. It is therefore in the interests of the employment support provider to use a range of techniques to continue to</p>	From within existing resources	Graduates of Pathways to Employment continue to be supported through the Routeways project where appropriate.	<p>Economic Inclusion lead</p> <p><i>John Bennett</i></p>

		support clients even when they have found employment. In some cases this may include forms of peer-to-peer support. However it is considered that is best left to the discretion of the employment support provider as to how this is provided/facilitated as it will depend on the needs and circumstances of the client group.			
--	--	--	--	--	--

The Council as Developer / Landowner / Property Owner

31.	In circumstances where the Council carries out developments on land which it owns which result in commercial spaces or employment / self-employment opportunities, efforts should be made to encourage participation by groups identified by the Equalities Commission as being particularly in need.	<p>These opportunities will be identified on a case-by-case basis. Participation will be encouraged by groups identified by the Equalities Commission as being particularly in need.</p> <p>An example of this include the “LJ Works” project currently in development which will provide workspace and employment opportunities specifically targeted at local residents.</p>	Within existing resources for individual projects and subject to overall project viability	<p>International House, the 11 storey office block in Brixton town centre owned by the council, has been let to 3space. One whole floor of the building is being used by community and not-for-profit organisations who rent the space for free. The rest of the building is aimed at organisations from the creative and digital industries, with a particular focus on local people and social value. Also any businesses located in the building must pay at least the London Living Wage to its employees and contractors.</p> <p>Other opportunities will continue to be identified on a case-by-case basis.</p>	<p>Director Development, Planning and Housing Growth</p> <p><i>Sandra Roebuck</i></p>
-----	---	--	--	---	---

Conclusion

32.	The council should commit to focus on the employment support needs of those priority groups of residents highlighted within the Equalities Commission who are long-term unemployed or at risk of being so. This will include people with mental and	A review of employment support is currently underway in light of this recommendation, and the recommendations of the Equalities Commission. This review will lead to an Employment and Skills Plan which clearly sets out the council’s priorities for employment and skills over the coming three years, and how these will be delivered. As well as including current	Officer time from within existing resources	In the first three quarters of 2018/19, 385 residents have been supported into employment through council activities. These residents are reflective of the groups listed in the recommendations as they have come through the programmes such as Pathways to Employment, Central London Works, Workwise, Workforce Plus and Steps to Success.	<p>Economic Inclusion lead</p> <p><i>John Bennett</i></p>
-----	---	---	---	--	---

	<p>physical health conditions, people with learning difficulties and learning disabilities, residents from our most excluded minority ethnic groups, older residents aged 50+yrs, our young people leaving care and young people at risk of being out of education, training and employment. Through coordinating, facilitating and delivering a range of support interventions over the next four years the council will enable the employment of 1500 residents who face multiple barriers to entering employment thus improving their wellbeing, economic and social situation and quality of life.</p>	<p>projects that are evidenced to be having an impact, it will also include the commissioning of new employment programmes that are required to fill gaps in existing provision.</p>		<p>The target of 1,500 residents is included within the corporate performance indicators which are reported to senior management and Cabinet on a quarterly basis.</p> <p>The new proposed commissioning model of employment support for local residents outlined in recommendation 27 will further help to deliver this recommendation.</p>	
--	--	--	--	--	--