

CABINET
30 NOVEMBER 2020

Report title: Lambeth Skills and Employment Strategy

Wards: All

Portfolio: Cabinet Member for Jobs, Skills and Community Safety: Councillor Jacqui Dyer

Report Authorised by: Strategic Directors for Sustainable Growth and Opportunity: Eleanor Purser and Sara Waller

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Report summary

The Council, along with partners from the Lambeth Skills and Employment Board, have developed a Skills and Employment Strategy. The strategy provides a framework of employment, skills and training priorities and actions that contribute to the delivery of the Borough Plan goal to enable communities to be resilient and to benefit from the opportunities in Lambeth and London. It is based on analysis of relevant economic data as well as qualitative feedback from residents, employers and partners about the steps that are needed to ensure residents have access to jobs and training. The strategy seeks to address inequalities which currently exist in the local labour market, respond to the economic impact of COVID-19 and take a systemic approach to improving the skills offer in the borough.

Finance summary

The recommended 3-year strategy will inform how future resources are allocated to meet future job and growth objectives and priorities.

It is proposed that any actions arising from the report will be funded through section 106, community infrastructure levy (CIL), grants, and partnership funding.

Recommendations

- (1) To approve the Lambeth Skills and Employment Strategy.

1. CONTEXT

- 1.1 The Council has developed a Skills and Employment Strategy. The purpose of the strategy is to provide a framework of priorities and actions that contribute to the delivery of the Economic Resilience Strategy and the goals of the Borough Plan.
- 1.2 Investment in employment support and skills training are important tools to create pathways into fulfilling careers and ensure that the benefits of growth are available to all residents of the borough, which also address household poverty.
- 1.3 The Council and partners are seeking systemic change that will better ensure programmes, projects and opportunities available in the borough are better coordinated and targeted at those who need them most. A range of partners have been involved in developing the strategy and this collaboration and collective impact approach will continue in the future through the newly established Lambeth Skills and Employment Board who will oversee the implementation of the strategy.
- 1.4 The strategy sets out how Council and partner employment and skills activities are aligned and directed to:
 - support long-term high value growth and investment in the borough;
 - create opportunities for residents to access and retain stable and well-paid jobs; and
 - remove barriers to employment and challenge exclusion through intensive engagement of communities who experience disadvantage.
- 1.5 The strategy identifies the Council's role in employment and skills and the role that partners play. This continues to change to reflect national/regional policy (e.g. devolution of the adult education budget to the GLA) and the local labour market. It also reflects the levers available to the Council either through "hard power" (e.g. procurement and supply chains, planning system, commissioned services) or "soft power" (e.g. influencing partners, encouraging employers to adopt certain practices).

2. PROPOSAL AND REASONS

- 2.1 Lambeth is a thriving borough, home to many well skilled residents and a growing number of jobs. Lambeth has gone through significant change over the last decade, with an expanding employment base, a high business formation rate and a pipeline of major commercial developments, particularly in the north of the borough. Since 2010, the number of businesses has increased by 50 per cent, the number of jobs in Lambeth has increased by 21 per cent and the borough has an historically high employment rate.¹ Population has also grown over this period by 9.4 per cent,² characterised by young working age people moving into the borough to access higher education and the capital's labour market. These changes have contributed to Lambeth's attractiveness as a place to live and enhanced its importance as a business, cultural and residential centre in London. COVID-19 has had a significant economic impact which has seen unemployment grow sharply and further uncertainty about the speed and timing of economic recovery.
- 2.2 Lambeth faces a number of challenges to ensure that the benefits of economic development are shared by all residents. Growth creates a unique opportunity to invest in the future of Lambeth's communities to tackle long-standing issues of poverty and exclusion, sharply experienced by Black residents and those with disabilities; to improve the skills and ability of residents to compete in the London labour market; and to build pathways for young people from school into careers that enable them to realise their full potential. Economic growth creates the means to transform life chances,

¹ ONS (2018) BRES and APS data

² ONS (2018) Mid-Year Population Estimates

where the financial gains from new investment are directed into quality services that enhance employability, raise skills and contribute to reducing inequality.

- 2.3 The production of a Skills and Employment Strategy for Lambeth shows where actions need to be focused to improve the effectiveness of the skills system to address issues where residents experience structural barriers to accessing work or where the market reproduces inequalities that have pervasive economic or social consequences..
- 2.4 Appendix One provides a summary of the economic context and challenges which have informed the development of the strategy. This summary is based on an analysis of the data available on the local labour market and economy, as well as insights from local partners, businesses and residents. This context has been changed drastically with the impact of Covid-19.
- 2.5 Much of the economic data available does not yet reflect the changes that have happened over the last six months, other than welfare benefit data which is published more regularly. This data shows the huge increase in unemployment which has happened in Lambeth and across the country as a result of the pandemic. In Lambeth the unemployment claimant count has increased from around 8,700 at the start of 2020 to over 21,000 in September. There are also high numbers of Lambeth residents who have been furloughed. Predictions by the Bank of England and the Office for Budget Responsibility suggest that 15-20% of those furloughed may lose their job once the scheme ends. This would mean that unemployment in Lambeth to be between 25,000-30,000 over the next few months.
- 2.6 The huge uncertainty in the current and future economy needs to be acknowledged, with the significant impact that COVID-19 has had on residents' work and study, and this is reflected in the strategy. Our approach will need to be reviewed and adapted as we learn more from a combination of resident insight, delivery experience, wider policy and funding opportunities, and changes to the economic context. Actions have been sequenced across the short (3-9 months), medium (9-18 months) and long-term (18 months +) with the greatest certainty being available in the actions over the coming 12 months.
- 2.7 The strategy will be overseen by the Lambeth Skills and Employment Board (membership and background are outlined in section 5). This is vital given how much we need to work in partnership with other stakeholders to ensure we can achieve our priorities for skills and employment. The Board will receive regular updates on the implementation of the strategy, including qualitative feedback from residents, employers and providers. This will ensure that progress is being made and that our collective efforts remain agile and responsive to a changing economy and labour market.

3. FINANCE

- 3.1 It is proposed that any actions arising from the report will be funded through section 106, community infrastructure levy (CIL), grants and partnership funding.
- 3.2 If the strategy is approved by cabinet, separate reports will be required:
 - to seek approval for CIL and s106 funding
 - confirm costings for the proposed actions
- 3.3 Partners from the Lambeth Skills and Employment Board will also use their own resources to contribute to the delivery of the strategy.

4. LEGAL AND DEMOCRACY

- 4.1 Section 15ZA (1) of the Education Act 1996 places a duty on the Council to secure that enough suitable education and training is provided to meet the reasonable needs of persons in its area who are over compulsory school age but under 19, and persons in their area who are aged 19 or over and for whom an Education Health and Care plan is maintained.
- 4.2 Section 15B of the Education Act 1996 enables the council to secure the provision for their area of full-time or part-time education suitable to the requirements of persons who have attained the age of 19, including provision for persons from other areas. This power includes the power to secure the provision of training, including vocational, social, physical and recreational training.
- 4.3 Section 149 of the Equality Act 2010 requires the Council in the exercise of its functions to have due regard to the need to:
- eliminate discrimination, harassment, victimisation and other form of conduct prohibited under the act; and,
 - to advance equality of opportunity and to foster good relations between persons who share a relevant protected characteristic (age, disability, gender re-assignment, pregnancy and maternity, race, religion and belief, sex, and sexual orientation) and persons who do not share it.
- 4.4 Having regard to the need to advance equality of opportunity between persons who share relevant protected characteristics and persons who do not share it involves having due regard, in particular, to the need to:
- remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
 - take steps to meet the needs of the persons who share that characteristic that are different from the needs of persons who do not share it; and,
 - encourage persons of the relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 4.5 The Equality Duty must be complied with before and at the time that a particular policy is under consideration or decision is taken – that is, in the development of policy options, and in making a final decision. A public body cannot satisfy the Equality Duty by justifying a decision after it has been taken.
- 4.6 This proposed key decision was entered in the Forward Plan on 01 September 2020 and the necessary 28 clear days' notice has been given. In addition, the Council's Constitution requires the report to be published on the website for five clear days before the proposed decision is approved by the Cabinet Member. Any representations received during this period must be considered by the decision-maker before the decision is taken. A further period of five clear days - the call-in period – must then elapse before the decision is enacted. If the decision is called-in during this period, it cannot be enacted until the call-in has been considered and resolved.

5. CONSULTATION AND CO-PRODUCTION

- 5.1 The council is one of a number of key stakeholders in the development of the local economy. This strategy has been produced through a process of ongoing engagement and consultation with a range of partners including:
- Strategic partners such as Jobcentre Plus, Lambeth College, mental health services and social housing Registered Providers;
 - Local employment and training providers;
 - Local enterprise providers;

- Local businesses and Business Improvement Districts; and,
- Local funding organisations.

5.2 The strategy was originally in development before the Covid pandemic. An Advisory Group was established to enable partners to contribute their experience and knowledge to the strategy's development. The Group met twice in late 2019 and a further meeting was planned for March 2020 but was postponed. The first meeting received presentations on the purpose of the group in developing the strategy, and on the emerging themes from the analysis and research to date. This was followed by small group discussions to look at the themes in more detail. The second meeting focussed exclusively on apprenticeships. Apprentices from within the council and local partners were also invited. There were presentations on what the data shows is the local picture with apprenticeships, plus insights from employers and apprenticeship providers.

5.3 The advisory group has now been repurposed into a Skills and Employment Board for the borough. The Board has ownership of the implementation of the Skills and Employment Strategy and will coordinate the provision of employment and skills activities in line with the strategy. The Board has met twice to consider the Skills and Employment Strategy on 8th September and 24th November, as well as a dedicated equalities session on 16th November.

5.4 Membership of the Skills and Employment Board includes representatives from the following organisations:

- Lambeth Council (Councillors plus various departments including Sustainable Growth and Opportunity; Children's Services; Adults and Health)
- NHS Clinical Commissioning Group
- Lambeth College
- London South Bank University
- Kings College London
- Jobcentre Plus/Department for Work and Pensions
- Morley College
- Black Thrive
- South Bank Employers' Group/South Bank Business Improvement District (BID)
- Brixton BID
- Guys and St Thomas' Charitable Trust
- Walcot Foundation
- Iconic Steps
- LDN Apprenticeships
- St Giles Trust
- Spiral Skills
- Berkeley Homes
- Central London Forward

5.5 In addition, a number of workshops/meetings have taken place to delve into issues in more detail:

- Opportunity Lambeth Provider Forum – workshop with 20 local employment support and training providers to look at how local support could be better coordinated, identify current interventions that are proving effective, and to source any insight providers have from their service users. This has been supplemented by 1-1 discussions with these providers, as well as others operating in the borough.

- Opportunity Lambeth Developer Forum – workshop with major local developers (some with current sites, some with planned future sites) and training providers, discussions about how to improve the perception of the construction sector for employment, promoting local employment and training opportunities, and how the local employment and training system for construction roles could be improved.
- Health and Poverty Summit – major event in November 2019 attended by over 100 participants to explore the links between poverty and health outcomes; two workshops on securing the health of the working age population, which included how good quality employment and skills provision can positively contribute to health outcomes.
- Living Wage Week Celebration Events – taken place in 2019 and 2020, exploring what motivates employers to pay the Living Wage and identifying employers who are prepared to be case studies/promote the Living Wage, each attended by around 40 people from employers in Lambeth, Southwark and Lewisham.
- Health in all Policies workshop – workshop with 25 health partners (e.g. hospitals, GPs) to look at opportunities for integration of health and employment services, how to promote healthy workplaces amongst employers, and career opportunities in health and social care.
- Meetings with Kings College Hospital, Guys and St Thomas’ Hospital and Lewisham & Greenwich Hospital – to discuss their current recruitment practices and skills gaps, and how they can create good career pathways for local people.
- Meeting with Careers Leads from Lambeth secondary schools – highlighting emerging priorities of the strategy, with a focus on apprenticeships, and what it means for schools.
- Equalities impact challenge session – workshop with people nominated by external partners to consider the equalities impact of the strategy.

5.6 There has also been engagement directly with residents to explore some of the emerging issues:

- Focus groups/interviews with people in low paid work – discussions about what support people feel they need to progress into better paid work, and where they would go to seek help about careers information, advice and guidance. Around 20-25 people were engaged.
- Focus groups with parents looking for work – conducted by Lambeth Early Action Partnership (LEAP) last year, with ongoing engagement and workshops with a group of interested parents.
- Young People’s survey – linked to the work to tackle serious youth violence, questions were included in the survey about education, employment and training. The survey was completed by over 500 young people.

6. RISK MANAGEMENT

6.1 There is currently significant uncertainty in the economy and labour market at a national, regional and local level. The strategy will reflect the current thinking and forecasts but will need to be kept under ongoing review to ensure it can be adapted to reflect any changed economic circumstances.

6.2 Through the Economic Resilience Strategy we are promoting economic recovery and growth in a range of sectors, to make sure that the local economy is diverse and not reliant on one industry. We are also working closely with our largest employers to ensure that the borough continues to meet

their needs for a motivated and skilled workforce by improving the links between local employers and schools and ensuring that local skills provision is led by the demands from employers.

7. EQUALITIES IMPACT ASSESSMENT

- 7.1 The strategy is based on an evidence base from an analysis of both quantitative and qualitative information. This has allowed us to identify groups who need greater levels of support to benefit from the economic growth that has already taken place in the borough and will continue over the coming years.
- 7.2 The proposals set out in the strategy are intended to have a positive equalities impact through addressing inequalities faced by some residents in the labour market. The Equalities Impact Assessment and accompanying data analysis is included as Appendix 1. The Equalities Impact Assessment was approved on 17th November 2020.
- 7.3 Our focus is on interventions that support those most likely to be disproportionately affected by unemployment, insecure work and low skills. These groups will be prioritised in the design and commissioning of services by the Council and its partners:
- Residents from Black and Minority Ethnic backgrounds
 - Young people who are care leavers, not in education, employment or training, or at risk of becoming NEET such as those known to the criminal justice system
 - People who are homeless or at risk of homelessness
 - People with health conditions and disabilities, including mental health problems, and their carers
 - Parents with young children
 - People at risk or victims of domestic violence
 - People aged 50 and above
- 7.4 We will focus employment support and adult learning on sections of the community furthest from employment. Through the provision of intensive support, delivered in neighbourhoods, to raise skills and remove barriers to work, we aim to close employment and skills gaps for our target groups above.
- 7.5 Working with employers, communities and training providers we will significantly expand the creation and take-up of apprenticeships. This will entail a range of actions to improve information and support for apprenticeships locally and building partnerships with major employers and business networks to champion the take up of apprenticeships.
- 7.6 Ensuring that all young people have a range of pathways from school into further education, vocational training and employment is a vital part of our goal to close opportunity and attainment gaps. With many of the traditional routes into professional careers gone and a growing number of young people trapped in low paid and low skilled jobs, it is vital that, with partners, we innovate to tackle disadvantage and support young people to make informed choices about their future careers, including a systematic approach to work experience and apprenticeships.
- 7.7 To grow local employment and enable local residents to access the opportunities being created requires collective action, involving business, public agencies and local residents. Working closely with partners we will engage with employers in the borough to increase access to local jobs and encourage them to offer fair contracts and wages. Local recruitment and better jobs are important for residents, but also bring significant benefits for employers who gain access to skilled and productive workers.

- 7.8 Improving skills and access to learning is a key part of our goal to realise inclusive growth in Lambeth. We intend to create a skills system that works for residents and employers. With partners we will ensure that the quality and relevance of skills training reflects labour market demand and also provides a strong foundation for young people and adults to access employment and invest in lifelong learning.

8. COMMUNITY SAFETY

- 8.1 Being in employment, education or training is a preventative factor in reducing the likelihood of someone being involved in serious youth violence and other offending. There are links between the Skills and Employment Strategy and the Lambeth Made Safer Strategy.

9. ORGANISATIONAL IMPLICATIONS

Environmental

- 9.1 Jobs being created in low carbon sectors and the green economy are recognised as being likely to grow in the coming years. Measures outlined in this strategy will ensure local residents are aware of these opportunities and provided with the necessary skills and qualifications to succeed in this sector. Growth of the low carbon economy will directly contribute positively to borough's efforts to tackle climate change.

Health

- 9.2 Implementation of these recommendations would be expected to have a positive impact on health outcomes given the positive correlation between being in employment and good health and wellbeing. Higher levels of employment in the borough will provide not just economic benefits but also will help deliver increased wellbeing amongst local residents.

Corporate Parenting

- 9.3 Care Leavers are recognised in the strategy as a priority group, highlighting that the Council and partners will be increasing efforts to ensure they have access to high quality careers support, relevant skills and qualifications, and local job opportunities. The actions in this strategy should increase the number of Care Leavers who are in education, employment or training.

Staffing and accommodation

- 9.4 None.

Responsible Procurement

- 9.5 Approval of the strategy by Cabinet will lead to the Council and partners commissioning a range of services to enable the delivery of the actions outlined in the strategy.

Good Quality Jobs with Fair Pay and Decent Working Conditions

- 9.6 The strategy outlines why good quality jobs with fair pay and decent working conditions are important, and maintains commitments to promoting the London Living Wage locally including through the Council's own supply chain.

Quality Apprenticeships, targeted Employment for Lambeth residents and Lambeth Priority Group

- 9.7 The strategy outlines why apprenticeships and local employment opportunities are needed and which residents are in a priority group. The strategy will enable an increase in the availability of local apprenticeships and greater equality in employment and skills outcomes.

Reduce Emissions: Lambeth Council has a commitment to being Zero Carbon by 2030

9.8 Not applicable.

Single Use Plastics

9.9 Not applicable.

Positive Health and Wellbeing

9.10 As outlined in 9.2.

Other Offers (Innovation)

9.11 Not relevant.

10. TIMETABLE FOR IMPLEMENTATION

10.1 The timetable is as follows:

15 th October 2019	First Advisory Group meeting
4 th December 2019	Second Advisory Group meeting
8 th September 2020	First meeting of the Lambeth Skills and Employment Board
23 rd September 2020	Overview and Scrutiny Committee
24 th November 2020	Second meeting of the Lambeth Skills and Employment Board
30 th November 2020	Cabinet
December 2020 onwards	Implementation of the strategy, subject to Cabinet approval

AUDIT TRAIL

Consultation				
Name/Position	Lambeth directorate / department or partner	Date Sent	Date Received	Comments in paragraph:
Councillor Jacqui Dyer	Cabinet Member for Jobs, Skills and Community Safety	17.11.20	17.11.20	
Eleanor Purser and Sara Waller, Strategic Director	Sustainable Growth and Opportunity	16.11.20	17.11.20	
Paul Badiani, Finance	Finance and Investment	16.11.20	17.11.20	3
Andrew Pavlou, Legal Services	Legal and Governance	16.11.20	17.11.20	4.3-4.5
Greg Carson, Legal Services	Legal and Governance	16.11.20	17.11.20	4.1-4.2
Maria Burton, Democratic Services	Legal and Governance	16.11.20	17.11.20	4.6
Nabeel Khan, Director	Economy, Culture and Skills	16.11.20	17.11.20	
Lesley Robinson, Head of Adult Learning	Economy, Culture and Skills	16.11.20	17.11.20	
All Board Members	Lambeth Skills and Employment Board	09.11.20	18.11.20	Appendix

REPORT HISTORY

Original discussion with Cabinet Member	03.10.19
Report deadline	18.11.20
Date final report sent	19.11.20
Part II Exempt from Disclosure/confidential accompanying report?	No
Key decision report	Yes
Date first appeared on forward plan	01.09.20
Key decision reasons	Meets community impact test
Background information	None
Appendices	Appendix One: Equalities Impact Assessment including Economic Analysis Appendix Two: Lambeth Skills and Employment Strategy