

London Borough of Lambeth

**Skills and Employment Strategy
2020 - 2023**

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Foreword

Lambeth is always changing - both in terms of our population and the local economy. This has been brought into sharp relief by the impact of the COVID-19 pandemic on lives and the economy. For decades, Lambeth has been a byword for opportunity – a place where people from all around the world, have travelled to with the intent of pursuing their dreams.

We had witnessed steady economic growth over the last decade, with rising employment, business investment into the borough and fast improving skill levels. As a key part of the central London economy, we have contributed to and benefited from the continuing success of the Capital as a world city. Whilst there are always unknowns about the future we are now in a period of rapid change and very little certainty about the future. This strategy is being published during the COVID-19 pandemic, so our local priorities are responding to a combination of the short term economic shock and some of our longer term challenges. More than ever, we will need to be resilient, creative, dynamic and able to adapt to tackle challenges and make the most of opportunities.

With this backdrop, it's even more important than ever that our support around skills, employment and training is of the highest quality and accessible. We already knew that large sections of our communities had been excluded from the opportunities created by economic growth and that wider labour market changes have seen many have to rely on low quality or insecure work, juggling multiple jobs to meet the high costs of housing and raising a family in the borough. Many of those communities have been disproportionately impacted by COVID-19. Too many children in our borough are still leaving school lacking basic skills and qualifications, hampering their chances of getting a decent job or building a successful career in the future. For others the situation can be much worse, with opportunities to acquire new skills later in life even harder to come by. This leaves many of our residents stuck in low-paid jobs with little chance of improving their prospects or those of their family.

In Lambeth our Equality Commission highlighted the severe consequences of exclusion among our Black Caribbean, Portuguese and Somali communities and the additional difficulties faced by residents with disabilities, long term health issues, care leavers and homeless people to obtaining and staying in work.

We can make a significant difference by working collectively. Through this Strategy we will improve access to opportunities and tackle the structural barriers that prevent our residents from thriving in their skills development and employment progression.

All this means we must aim, as a matter of urgency, to increase the supply and quality of skills training to our residents of all ages and backgrounds, working with our schools, colleges, higher education institutions, neighbouring boroughs and other providers. We will do this as a community of public agencies, employers, local groups and residents, through shared goals, joint planning and service delivery. Lambeth has the assets to transform the life prospects of many of our residents excluded from work and learning, but only where we collaborate as a strong partnership, focused on realising the benefits of inclusive growth.

We have much to do. This strategy sharpens the focus for us to realise our shared vision.

Cllr Jacqui Dyer

Cabinet Member for Jobs, Skills and Community Safety

Our Vision

Lambeth is a place where industry, educational and cultural institutions, the voluntary and public sectors come together to deliver a world class skills system and agile employment support that provide opportunities for good quality work – responding to systemic inequities, the aspirations of our residents and the needs of the economy.

Our Strategy

We know that Lambeth is a place of huge ambition, energy and opportunity. We have long been home to radicals and reformers, social entrepreneurs and innovators, those who work together to help change the lives of others and their own. We have a history of openness and diversity which is reflected in the range of languages spoken in our schools and communities.

We also know that we are living and working in a volatile and uncertain world, with increasing and changing need for support, an unstable economy due to COVID-19 and the looming threats of the UK's exit from the European Union and climate change. We cannot solely rely on national government for solutions so local areas will need to work even stronger in partnership to harness the creativity and drive that enables places and communities to meet these shared challenges and continued improvement of our public services. With its capacity for growth and change, its diverse and dynamic population, and its world-class partnership potential, Lambeth is well-placed to make this a reality.

Skills and employment, access to good jobs, fair pay and resilience are key to achieving the ambitions we have set in the Borough Plan and our Economic Resilience Strategy. We have analysed labour market data and trends and tested this alongside local insight and intelligence about the impact of COVID-19 on the economy and jobs. We have also listened to feedback from our key stakeholders and residents, which has led us to identify three key challenges. We need to:

- Overcome the long-term skills and employment inequalities faced by many of our residents
- Tackle the current and lasting impact of COVID-19 on livelihoods
- Ensure our skills system is responsive to the rapidly changing needs of the economy and residents now and in the future

This can only be done through working in partnership with our strong foundation of talented communities, committed employers and the existing capacity within our skills and employment system to deliver quality learning, support and jobs to residents.

The Lambeth context: building on our strengths

We want our economy to grow in a way which works better for all our residents, and in which no one finds themselves excluded from opportunity.

We have many opportunities from our diverse business and employment base that benefits from being situated at the heart of one of the world's greatest cities. Our employers rely on access to a talented and skilled workforce and they share our ambition to provide opportunity for those most in need. Lambeth is home to fantastic schools, further and higher education provision and a thriving, committed voluntary, cultural and community sector that all play an essential role in the growth of the borough.

The future of Lambeth's economy will be determined by the people who live, study and work here – whether they are established business owners, aspiring entrepreneurs, students or one of our 326,000 residents. The more our residents have the opportunity to make the most of their talents, the more resilient we can make our everyday economy – sectors such as health & social care and hospitality & retail form the backbone of our local economy. It also means the faster our growth sectors, like the creative and tech sector; life sciences; and low carbon and environmental goods & services can grow and prosper.

This improvement will not happen on its own. We want to establish a more integrated and inspiring skills and employment system to enable more seamless transitions as people move through different stages of learning and work towards the excellent opportunities in our local and the wider London economy. We will do this in a way that recognises and addresses the biases and barriers to inclusivity faced by our communities that are often excluded from opportunity.

The use and scope of digital tools and platforms has accelerated in new and innovative ways through the COVID-19 pandemic, enabling partnerships, connections and community engagement. This learning and experience can be continued in the future, whilst maintaining a focus on those who face digital exclusion and providing the support they need.

Challenging economic times and a changing London economy

At the time of publication of this strategy, the UK and London are entering an unprecedented period of economic uncertainty. The COVID-19 pandemic has had a significant economic impact. Unemployment has risen sharply and may rise further once support such as the Coronavirus Job Retention Scheme comes to an end. The number of Lambeth residents furloughed has more than halved since the peak of 56,300 in July 2020 but those still furloughed face a risk to their continued employment. The number of residents claiming unemployment benefits has risen significantly since the start of the pandemic - those who had to rely on Universal Credit rose by almost 19,000 between March and August 2020.

We need to assess and respond to a range of more structural changes that stem from a combination of COVID-19 and Brexit. Developing economic scenarios and planning for sustainable and inclusive growth is difficult given the uncertainty about the future health situation. Available projections suggest that it may take at least two to three years for the London economy to recover from the current economic shock and we know that we will need to continue to support for our residents and businesses over that period. However, the negative economic impact of Brexit may be less stark immediately but could damage the economy over a 10-15 year period.

Some sectors could shrink as a result of these changes due to demand shocks that could mean the economy simply no longer retains the same level of need for human labour. If tourist numbers remain lower this will have a lasting impact on the hospitality sector. And the picture is still emerging around whether office workers will make a long-term switch to a mix of home and office based working which could affect retail and support services, especially in the Central Activities Zone (CAZ). Lambeth is better placed compared to some other areas due to the excellent transport links and high-quality, flexible office space found in the borough.

Whilst the economic threats are not yet fully clear, Lambeth is well positioned to weather the storm and recover well. New businesses grew by 40% between 2012 and 2019 to a total of around 16,000 with economic output of £12 billion per year and 156,000 jobs in the borough. Economic growth in Lambeth over the last ten years has been the fifth highest in London.

The last ten years has also seen an important shift in the occupations of Lambeth residents. The shift has been away from lower skilled occupations such as administration, sales and customer service towards managerial, professional and skilled occupations. This means that many residents will be less exposed to the threats to lower skilled roles and the economic challenges emanating from COVID-19 and Brexit that will sit alongside higher skills requirements in the London workforce in the form of higher qualification levels, digital skills and versatility.

However, there are significant groups of our residents who face longer term economic inequities. Our Black residents have a lower employment rate than other ethnic groups and there are similar disparities between these groups in terms of highest level of qualifications achieved. Young people (aged 16-24) in Lambeth have a higher unemployment rate than compared to the London average and whilst the trend had been falling up to January 2020 this group is at significant risk from the economic challenges triggered by COVID-19.

Our large network of quality education and skills providers will need to be able to support our residents to upskill, reskill and secure quality jobs in sectors that we expect to recover and grow both in Lambeth and central London. In Lambeth these sectors are expected to be health and social care (+10,700 jobs by 2027) and professional services (+5,400 jobs by 2027) with some potential for hospitality and leisure (+7,700 jobs by 2027) depending on wider economic factors plus the growing creative and digital sectors.

Our approach

This document sits behind the Economic Resilience Strategy.

We know that we will need to create a responsive and agile skills and employment ecosystem to equip our residents to thrive in the ever-changing London economy at the same time as addressing the systemic barriers that many of them face.

A partnership approach is essential to delivering sustainable employment and skills interventions. The Lambeth Skills and Employment Board (LSEB) consists of key local education providers, public sector organisations, private sector businesses and representatives of community level delivery organisations. This Board will own this strategy and contribute to its delivery.

Through the LSEB we will need to deepen our collaboration with partners but also focus on systems change to address barriers whilst always capturing learning so we can adapt and improve as we progress.

Given the current economic uncertainty, this strategy is designed to be adaptable so that we can learn from our delivery and respond quickly to any changes in the wider economy. We will also ensure we have the representatives we need on the LSEB to reflect the strategic input we need to deliver this strategy.

We have developed a set of indicators to measure our positive impact but we will also capture our learning about the changes we will need to make to deliver that positive impact.

Our evidence base will be available on our website, and we will continue to add to this as our understanding develops. Frequent reviews of our data and delivery activity will help us to highlight and respond where we don't see the change we're looking for.

Our strategic goals for skills and employment are supported by specific objectives, headline actions over the short, medium and long term then detailed activities. Our objectives are clear:

1. **Create a skills and employment support system** responsive to changes in the economy, employer demand and the growth sectors of the future
2. **Enable our residents to be more resilient and unlock their potential** through upskilling, reskilling, training provision and apprenticeships
3. **Support our residents into employment pathways and entrepreneurial activity**, with a particular focus on our Black, young and disabled residents
4. **Encourage our businesses to be inclusive and resilient**, by tackling low pay, in-work poverty and to reduce their carbon emissions.
5. **Work with our anchor institutions and major employers** to utilise our supply chains and increase spend with local businesses

Objective One: Create a skills and employment support system responsive to changes in the economy, employer demand and the growth sectors of the future

Context

Lambeth has a large and responsive institutional and provider network, delivering education and a wide range of vocational training and employment support services. Alongside the borough's vastly improved school performance, Lambeth has a major higher education presence in Kings College London, London South Bank University and the Academy of Contemporary Music all calling Lambeth home. Many other prestigious academic institutions are located in neighbouring boroughs. As well as attracting talent from around the world, all of these institutions are committed to widening participation and community engagement.

Lambeth has two major further education institutions: Lambeth College and Morley College. Together, each year they serve around 10,000 learners, of all ages, undertaking courses from basic skills through to degree level qualifications.

The borough's vital network of community employment and training providers has deep roots across Lambeth's neighbourhoods. Over 150 organisations in the borough play a role in supporting employment and skills. Our community-based providers are key to engaging and supporting residents from all backgrounds and all ages. Our network of Lambeth Adult Learning adult community learning providers and partners work together to upskill and reskill adults aged over 19, including supporting our residents into work and to progress at work.

We already have more skills and employment provision emerging in response to the economy shifting towards more digital industries and the increased use of digital in traditional sectors. Increasingly, our provision is focussed on our younger residents looking to gain work experience and entry level roles. The borough's cultural organisations, largely funded by Arts Council England, also provide significant education and training. Much is undertaken in partnership with ELEVATE, Lambeth's mission to open up the creative and cultural sector to all young people in the borough, and our local Cultural Education partnership.

Economic change has become more rapid, particularly as sectors adopt new technologies and we see increasing levels of automation. The economic impact of the COVID-19 pandemic has shown us that the skills and employment support system needs to be able to respond in an integrated and rapid way to both short term shocks or long term structural changes such as automation, sector growth and employment demand. Fragmentation of funding and planning arrangements limit our ability to focus on and expand good practice or to invest in new areas of learning that reflect changes in the labour market.

An aligned education, training, pre-employment support and co-ordinated recruitment activity is essential to multiply the opportunities for our residents to get the best from economic opportunities in Lambeth and more widely in London. In the context of the triple economic threats from COVID-19, a slow drift towards automation and the UK's exit from the EU our ability to respond and adapt will be critical.

Objective One: what we will do

Priorities	Headline actions		
	Short term (by June 2021)	Medium term (by June 2022)	Long term (by March 2024)
Embed a partnership approach to the understanding and delivery of skills and employment provision in Lambeth	Establish a Skills and Employment Board with a focus on improving the strategic coordination of local employment and skills activities	Create a Knowledge Hub for the LSEB to gather and share insights from providers, employers, residents and wider sources, including specific evidence on: <ul style="list-style-type: none"> a. what works in terms of supporting our most marginalised communities such as Black residents b. the detailed skills requirements, jobs and career pathways in key growth sectors including the green economy, creative & digital industries and health & social care 	Coordinate learning pathways for vocational routes, including apprenticeships, to higher level qualifications and careers focusing on key growth sectors in the Lambeth and London economies
Drive continual improvement in quality and standards across skills and employment activities across the borough	Co-produce a local quality standard for employment support and clear service commitments on standards that are appropriate to our residents and employers	Identify local providers whose Ofsted rating requires improvement and provide targeted advice to help improve their rating Build a network of employment and training providers to share practice and perspectives and better integrate learning pathways	All Lambeth providers meet the service commitments and standards with providers working collectively to provide mutual support and challenge
Improve the breadth and scale of relevant learning, skills and training providers, their provision and employment, including building the capacity of local providers	Establish capacity building and organisational support to develop the quality and resilience of our local providers through, for example, peer-to-peer support and action learning	Lobby for the devolution of national skills and employment funding (including apprenticeship levy), to the regional and local level Support new and existing consortia of local providers such as Building Young Brixton to enable increased provision in neighbourhoods and more seamless services for residents	Lobby for outcomes-based commissioning in the Adult Education Budget to help broaden learning outcomes to cover health, wellbeing and employment

Priorities	Headline actions		
	Short term (by June 2021)	Medium term (by June 2022)	Long term (by March 2024)
Ensure that the local skills offer is flexible, able to support more disadvantaged residents and linked to the needs of the local economy	Deliver sector-based work academies, providing short and intensive training for unemployed residents directly linked to upcoming job vacancies	Use the LSEB insight on skills needs to identify the skills and qualifications required in our key sectors, especially those with skills shortages, and collectively ensure that local provision can meet these needs – either through existing funding streams or through supporting bids and fundraising by local providers	Agree an outcomes framework for health and social care, developed with sub-regional partners, which sets out a joint approach between training providers, employers and boroughs to drive a systematic change in the provision of local training and recruitment, supporting more local people to secure work and progress in this sector

Objective Two: Enable our residents to be more resilient and unlock their potential through upskilling, reskilling, training provision and apprenticeships

Context

The negative economic impact of COVID-19 has been more severe than the global financial crisis of 2008. Some of our residents are still affected now by that crisis, making our current task more urgent. Additionally, the expectation is that the UK's exit from the European Union will change the dynamics of skills needs and employment demand in the London economy. These economic shocks sit alongside general trends in economic change as important reasons to support our residents to be resilient in the labour market. They need options for alternative pathways in their work and careers. In the short-term we will need to focus our provision on immediate support for the large numbers of our residents that have lost their jobs. That support will need to be a mix of skills, training and employment support that fits their circumstances.

Alongside our immediate challenges, we are seeing the increased adoption of technology in the workplace with the corresponding need for digital skills for almost all jobs. NESTA's report "The Future of Skills. Employment in 2030" states there will also be opportunities and threats from automation and digital advances. These changes will bring different skills requirements for our residents and require more flexible options to obtain new skills such as on-the-job or through online learning. We also have to accept that these advances will reduce the number of entry roles in office-based sectors.

In Lambeth we have a significant number of jobs in our education and health sectors. We do not expect these to be significantly affected by structural changes in the economy and there are a variety of jobs and careers in these organisations. With more alignment of training provision and knowledge of career pathways we believe this is an excellent opportunity for our residents to thrive.

Apprenticeships represent an excellent option for our residents to develop their skills whilst working. Despite the opportunities for structured in-work training and vocational qualifications presented by apprenticeships, the take-up by young people and adults has been low. The number of apprenticeships offered by employers, especially SMEs, has also been low. The impact of COVID-19 has also seen apprenticeship numbers fall further. This is a problem in Lambeth just as it is the rest of the country.

We believe that the opportunities presented by good apprenticeships are not fully understood and they are an important way of making sure our residents have the right skills for future career opportunities. We will work with our partners to better align the right kind of apprenticeships with job opportunities and viable careers pathways. Through this approach we will also seek to expand both the quality and number of apprenticeship opportunities and promote those opportunities in more engaging ways that resonate with our residents. We will ensure that access to these opportunities are promoted deep and wide across the borough.

Objective Two: what we will do

Priorities	Headline actions		
	Short term (by June 2021)	Medium term (by June 2022)	Long term (by March 2024)
Ensure all young people have high aspirations, are well informed and have access to high quality careers support, training and opportunities with employers through the Lambeth Made programme and Youth Promise	<p>Build on the work of the successful Careers Cluster programme to increase engagement between local schools and employers to deliver careers education and employability support to young people and their parents/carers</p> <p>Target intensive support through a “Youth Promise Plus”, including work experience and vocational training, for care leavers, young people who are not in education employment or training (NEET) or at risk of NEET and involvement in serious youth violence</p>	<p>Improve the coordination and breadth of delivery of careers advice, work experience and vocational training for young people using approaches they can relate to and which encourage ambition and personal growth</p> <p>Pilot a sector specific intervention through ELEVATE that supports schools, young people and their parents/carers to understand and access pathways in the cultural industries, promoting potential careers and the local providers who can provide training and support</p>	<p>Broaden the employment and training support offer for our young people facing the most barriers, including those with special educational needs, disabilities, care leavers, etc</p> <p>Connect young people with role models and mentors who represent their lived experience</p>
Enable adults to reskill or upskill to support access, resilience and progression in the labour market	<p>Provide training and support to people who have recently lost their jobs, providing short and intensive courses which will retain their motivation and help them secure employment as the economy recovers</p> <p>Upskill low paid and low skilled employees in the borough through the ‘Progress at Work’ programme</p>	<p>Reskill people from sectors affected by COVID-19 structural changes into sectors that are more resilient and likely to grow in the future such as Creative & Digital; Health & Social Care; and the Green Economy</p> <p>Support residents engaged in non-accredited community-based adult learning to progress into accredited learning or employment</p>	<p>Develop and deliver an in-work progression advice and training offer, supporting people to move out of low paid roles</p> <p>Ensure the local training offer is accessible for people who may not be able to study during normal office hours e.g. parents, people in work</p>
Improve the choice and relevance of available apprenticeships and increase	<p>Coordinate the transfer of unused apprenticeship levy from larger organisations to support SMEs increase apprenticeship opportunities</p>	<p>Identify relevant apprenticeships in the creative and digital; health and care; hospitality; and construction sectors then promote those</p>	<p>The Council and large local anchor organisations will maintain a minimum number of active apprentices each year</p>

	Headline actions		
Priorities	Short term (by June 2021)	Medium term (by June 2022)	Long term (by March 2024)
the number of residents that benefit from apprenticeships	<p>Develop and deliver a pre-apprenticeship programme to improve access to and sustainment of apprenticeships</p> <p>Deliver pre-apprenticeship training and support programmes, ensuring people are prepared and motivated for upcoming apprenticeship opportunities, in both Lambeth and beyond, including engagement with hiring managers and work experience</p>	<p>opportunities specifically targeting both levy payers and SMEs</p> <p>Coordinate promotion of apprenticeships as a positive opportunity to young people, families and teachers</p> <p>Improve the accessibility of local apprenticeships by drawing together all of the local opportunities into a more coordinated offer, for example through a dedicated website or hub</p>	<p>Apprenticeship learning provision and opportunities are aligned with the future skills and trade needs from major employers in Lambeth</p>

Objective Three: Support our residents into employment pathways and entrepreneurial activity, with a particular focus on our Black, young and disabled residents

Context

Central to delivering our vision of an inclusive and resilient recovery in Lambeth is addressing the long-term exclusion and disadvantage experienced by a significant proportion of our communities. These very same communities have been disproportionately affected by the economic challenges triggered by the COVID-19 pandemic.

Even before the Black Lives Matter Movement increased the media profile of racial bias in society, the work of our Lambeth Equality Commission had highlighted this issue and the forms of discrimination that shape the life chances of many Lambeth residents. We know that as the economy recovers, the majority of residents of the borough will be able to thrive in the London labour market. Along with our partners we are committed to support the sections of our communities that need additional support but we also want to address the deeper systemic barriers in our organisations and decision-making.

Our focus is on interventions that support those most likely to be disproportionately affected by unemployment, insecure work and low skills. Groups facing these challenges will be prioritised in the design and commissioning of services by the Council and partners:

- Residents from Black and Minority Ethnic backgrounds
- Young people who are care leavers, not in education, employment or training (NEET), 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
- Groups which are a combination of the above (intersectionalities).

We know that the support to these groups works best if it supports individual choices and is delivered in a range of ways, including within their neighbourhood, and is responsive to differing circumstances. This is particularly true for young people where making good choices about future careers and education is a daunting challenge. Often pathways to London's amazing opportunities are outside the experiences of a young person's friends and family. This makes good careers information, community-based mentoring and advice vital to developing knowledge and networks to overcome these social and practical barriers. The support also needs to continue whilst people are in work, enabling them to sustain and succeed in employment.

We will use our established community-based organisations, housing associations, children's centres, the emerging health and wellbeing hubs and other local organisations to deliver targeted support in those areas within Lambeth where we know our communities most need it. Part of our commitment to partnership working is a goal to build trust and local capacity where it is needed and to better co-ordinate the work of public agencies in communities.

Objective Three: what we will do

Priorities	Short term (by June 2021)	Headline actions	
		Medium term (by June 2022)	Long term (by March 2024)
Provide high quality employment support at the local level, with an integrated service across partners that is tailored to the needs of residents and can respond to economic shocks	<p>Promote Opportunity Lambeth as a “front door” service to local residents providing access to services from a wide range of local partners which support residents with enhancing their skills and improving their employability (e.g. local and sub-regional employment support programmes; Adult Learning courses, local colleges and universities, National Careers Service)</p> <p>Use a wide variety of communication channels to promote our local employment and training offers, recognising the range of languages spoken in the borough</p>	<p>Provide a consistent and accessible employment support and learning offer which is delivered through outreach and co-location in community venues, including health and wellbeing hubs and Children’s Centres, targeting neighbourhoods with the highest levels of unemployment, bringing together services from a range of partners including the council, JCP work coaches and training providers</p> <p>Deliver employment support alongside community-based non-accredited learning or vocational training to residents with no or low qualifications as a route into employment</p>	<p>Using funding from within the partnership, or through bids to external funders such as the GLA, central Government and national agencies, to commission personalised employment support for priority groups with complex or multiple barriers</p> <p>Improve the integration of the local employment and training offer so that residents benefit from a more seamless and holistic experience</p> <p>Maintain ongoing evaluation of local provision which includes engagement with residents and service users to ensure that the local offer is agile and responsive</p>
Maintain our long-term commitment through our Lambeth Made Youth Promise to all those aged 16-24 so they can get the support, training and advice they need to access jobs and apprenticeships	Ensure that young people in Lambeth benefit from the Kickstart scheme through placements from local employers and wraparound support for young people to ensure they can secure and sustain their placement and achieve a positive outcome	Set up Youth Hubs across the borough, working with partners who are already established in their neighbourhoods, where young adults can access advice about jobs and careers through 1-1 support, with referrals to specialist guidance and programmes where appropriate	Create and maintain a connected network of local support and advice for young adults, with common branding, no wrong front door to support and a seamless experience for participants as they move between partners in the network

Priorities	Short term (by June 2021)	Headline actions	
		Medium term (by June 2022)	Long term (by March 2024)
		Promote the Youth Promise to young people through relevant and targeted marketing, but also ensure parents, carers and families are aware of the local offer	
Address the wider barriers to employment faced by residents including health, finance and housing	<p>Provide an employment and training support offer for young people with special educational needs and disabilities (SEND) to help their transition from full-time education to training, employment and independence</p> <p>Ensure regional and sub-regional employment support programmes such as Central London Works provide a quality offer to Lambeth residents and that local referrals are maximised</p> <p>Increase awareness amongst employment and training providers of other local services which can support residents wider barriers such as advice agencies and health programmes</p>	<p>Provide intensive and personalised employment support for target groups such as care leavers; young people not in education, employment or training; those aged over 50; long-term unemployed residents; people at risk of homelessness or currently homeless; people with long-term health conditions and disabilities, and their carers; and parents of young children</p> <p>Work with partners to increase awareness of advice and support on how to access local and workplace affordable childcare provision and information on after-school clubs</p> <p>Ensure there is a sufficient supply of ESOL courses and that residents are aware of the learning opportunities available</p>	<p>Influence partner employers and community organisations to increase the range of work experience and suitable volunteering opportunities for unemployed residents that provide pathways to paid employment</p> <p>Encourage larger employers to establish or expand work-place based childcare provision</p> <p>Through the ELEVATE programme working with our creative and technology industry and VCS sector to open up the creative workplace and tackle the lack of diversity in these sectors</p>
Empower residents to make more informed choices, and access, self-employment	Promote information and programmes that support local residents with options on self-	Expand the availability of affordable and/or temporary workspace in key town centre	Use and improve the borough's digital infrastructure assets to offer free or low cost, and better

Priorities	Short term (by June 2021)	Headline actions	
		Medium term (by June 2022)	Long term (by March 2024)
opportunities or their own business venture	<p>employment or to start and grow their business, such as the London Business Hub</p> <p>Deliver further rounds of the Lambeth Made Unlock programme and social enterprise academy</p>	<p>locations to provide space for local people to locate their new or established business with appropriate support and advice also delivered to these locations</p>	<p>connectivity options to community locations</p> <p>Provide young people with the opportunity to be inspired to create their own businesses through engagement of employers and enterprise programmes in local schools and colleges</p>

Objective Four: Encourage our businesses to be inclusive and resilient, by tackling low pay, in-work poverty and to reduce their carbon emissions.

Objective Five: Work with our anchor institutions and major employers to utilise our supply chains and increase spend with local businesses

Context

Lambeth remains open for business and to businesses. We have seen significant development in the borough and have a healthy pipeline for the future. We have also seen significant physical development in the borough and have a healthy pipeline for the future. We have been successful in using our planning powers and procurement processes to encourage developers and suppliers to employ local people and to invest in training. Through working in partnership with the LSEB we know there is significant scope to expand the social value aspect of our procurement activities to achieve more local impact on employment and employment pathways.

We see this as a staged process of initially working with our public sector partners to share job demand projections, plan recruitment and public sector investment in employment support to prepare residents for those jobs. As we develop stronger relationships with other borough employers, including those in the private sector, then we will expand this approach.

While this creates a positive outlook, we need to ensure that opportunities are captured for local residents and local employers are able to meet their requirements for labour and skills, within a tightening London labour market, at the same time as providing quality job opportunities with fair pay and good conditions. We will need to influence, support and incentivise many smaller employers, who often have limited administrative capacity in their organisation, to see the benefits of providing quality jobs with opportunities for development and progression. We will encourage employers to commit to positive employment practices and for those that do then they will be able to access support, training and incentives to help achieve this.

Lambeth has a strong pipeline of development in the borough over the next decade that could create around 2,500 new office-based jobs per year. Whilst the current recession may delay some of this development, we are confident about the need for existing employers to fill vacancies when their staff move jobs, which may create a further 4,000 openings annually. Kings College Hospital and St Thomas' Hospital are the two biggest employers in the borough and both struggle to find the staff they need. On top of this, whilst the public sector has faced over a decade of budget cuts the main public sector organisations in Lambeth spend significant amounts through their own supply chains which gives us a combination of influence on those suppliers and opportunities to direct that spend to local businesses.

Improving our strategic coordination to connect the jobs available in the borough with appropriate training and local residents can be addressed over the long term by aligning local training provision and generating interest in those jobs where there are shortages of applicants.

Objectives Four and Five: what we will do

Priorities	Headline actions		
	Short term (by June 2021)	Medium term (by June 2022)	Long term (by March 2024)
Co-ordinate our policy and procurement levers to create opportunities for local businesses and quality jobs for local residents	Continue to use planning policy to ensure that new developments provide a target of 25% of jobs for local people, including apprenticeships, and offer training linked to the opportunities created by new development	Coordinate public sector procurement strategies to increase spend with local businesses, increase local recruitment, use local training provision and increase adoption of the London Living Wage Deliver a pilot recruitment partnership with the NHS to test pre-employment support and in-work training/development for high demand occupations	Coordinate large Lambeth based organisations, including private companies to align with the public sector procurement strategies Coordinate public sector workforce strategies to support local recruitment with a focus on pre-employment support and in-work training/development for high demand occupations in Lambeth
Encourage and support local employers to provide employment opportunities for residents who face barriers to employment	Use the Opportunity Lambeth website to promote local job vacancies, apprenticeships and work experience from local employers, particularly those which may be suitable for residents from priority groups Work with the Business Improvement Districts to provide a recruitment service for their employers which can support them to recruit local residents	Promote family-friendly jobs that enable parents and carers to achieve a balance between employment and their caring responsibilities Provide practical training and advice to employers to enable them to better support residents who have faced barriers to employment such as care leavers and people with disabilities	Work with employers to better understand their skills and recruitment needs, matching this insight with local people who are seeking work and brokering roles
Influence all local organisations to provide quality jobs and training	Lead by example by achieving and promoting the Mayor of London's Good Work Standard, Disability Confident and	Develop and provide a menu of incentives for employers who adopt positive employment practices Gain accreditation for Lambeth as a Living Wage Place, promoting	Create more Living Wage Buildings through both the Council's own property portfolio and with other building owners

	Headline actions		
Priorities	Short term (by June 2021)	Medium term (by June 2022)	Long term (by March 2024)
opportunities to more local residents	<p>London Living Wage as positive employment practice to local employers</p> <p>Encourage employers and anchor institutions to offer work experience opportunities which are coordinated and promoted to local young people and unemployed residents</p>	<p>the borough as a place that encourages fair wages and hours</p> <p>Promote the benefits of local employment which allows people to walk or cycle to work</p>	<p>Use business networks and trade unions to promote the benefits of positive employment practices in sectors with traditionally poor conditions such as hospitality and retail</p>
Increase the engagement and involvement of businesses in our employment, skills and learning activity	<p>Continue to broaden Lambeth's business networks, including the Business Improvement Districts (BIDs) and sector-based networks</p>	<p>Expand the engagement of businesses in schools, colleges and adult learning including through work experience and curriculum activity</p> <p>Improve our knowledge of local business skills and staff development needs</p>	<p>Ensure local businesses are aware of public sector supply chain opportunities and the requirements for positive employment practices</p> <p>Explore use of empty space in schools to provide local residents with opportunities for enterprise incubators and business start-up space</p>

Making it happen

The roles we want to play

The Lambeth Skills and Employment Board recognises that we need to play a range of different roles to achieve the positive changes in this strategy. These can be summarised as:

- **Advocates** for the involvement and leadership of people with lived experience, so that solutions and services are co-designed wherever possible, and lobbying to get the best deal for the borough
- **Navigators and coordinators** – developing a more integrated system for employment and skills, with clearer pathways across a range of provision to support people into good jobs based on well managed and maintained relationships with key employers and sectors
- **Funders and commissioners** – building and sharing an evidence-based approach to funding decisions on programmes and services
- **Anchor institutions** – ensuring jobs and opportunities are created directly within these employers, and through supply chains
- **Providers** – Lambeth has a large and responsive institutional and provider network, delivering education and a wide range of vocational training and employment support services
- **Employers and businesses** – providing good jobs and opportunities for local people, benefiting from a committed and skilled local workforce

The tools at our disposal

We are confident in the contextual factors around the underlying strength of our local economy, our diverse and talented resident and business base. In addition to these factors we have a number of tools we will be able to use as part of fulfilling our roles to deliver this strategy. Our most significant tools are:

- Our Council and public sector partner public budgets and commissioning to enable us to fund the delivery of services to cover the full range of skills, training and employment programmes
- Collective local spending power of several billion pounds a year by our anchor institutions with the potential to deliver significant social value through responsible procurement
- As the local planning authority we set the framework and policies to make sure we achieve the local benefits of our strong development pipeline

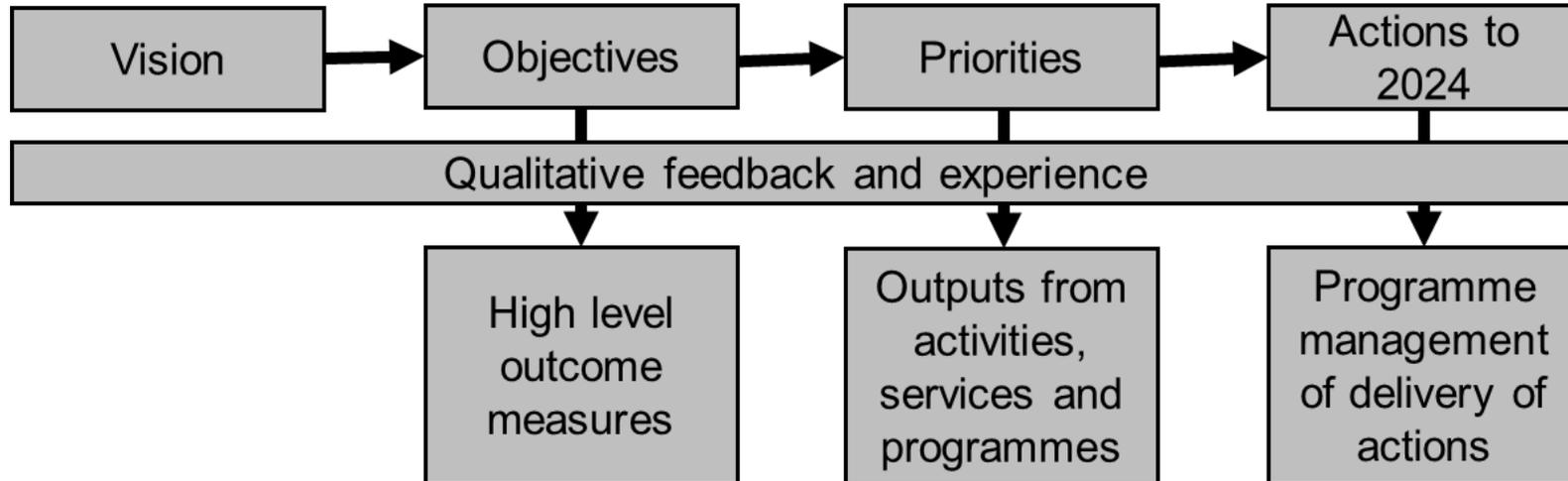
- Committed partnerships and networks of local employers; schools, colleges and universities; the voluntary and public sectors who all want to collaborate for the benefit of local people

Measuring Success

The scale of change we want to achieve in this strategy is ambitious and all the partners involved in the LSEB will need to adapt to different ways of designing and delivering our activities. This complexity means there are a number of different ways we will need to review and understand our success over time. We see these measures as:

- High level outcome measures to understand the positive impact for residents and businesses of achieving our objectives
- Monitoring and performance management of outputs from activities, services and programmes to understand if we are delivering our priorities
- Qualitative feedback from residents, employers and providers which reflects people’s experience of whether our services and interventions are having a positive impact, with a particular focus on equalities and diversity.

The diagram below illustrates how the measures and monitoring relate to each element of the strategy.



The LSEB will receive regular reports on the high level outcome measures which will be used to understand whether the vision and objectives are being agreed. At least twice a year the Board will also consider qualitative feedback from residents, employers and providers. A variety of engagement methods will be used to source this feedback including workshops, surveys and interviews.

Vision	Objectives	High level outcome measures
<p>Lambeth is a place where industry, educational and cultural institutions, the voluntary and public sectors come together to deliver a world class skills system and agile employment support that provide opportunities for good quality work – responding to systemic inequities, the aspirations of our residents and the needs of the economy</p>	<ol style="list-style-type: none"> 1. Create a skills system responsive to changes in the economy, employer demand and the growth sectors of the future 2. Enable our residents to be more resilient and unlock their potential through upskilling, reskilling, training provision and apprenticeships 3. Support our residents into employment pathways and entrepreneurial activity, with a particular focus on our Black, young and disabled residents 4. Encourage our businesses to be inclusive and resilient, by tackling low pay, in-work poverty and to reduce their carbon emissions 5. Work with our anchor institutions and major employers to utilise our supply chains and increase spend with local businesses 	<ul style="list-style-type: none"> • Increase in the employment rate for Black residents • Increase in the employment rate for disabled residents • Reduction in unemployment claimant count for working age residents • Increase in number of residents starting an apprenticeship • Increase in number of residents completing an apprenticeship • Increase in proportion of 16-18-year-olds participating in education, employment or training • Reduction in unemployment claimant count for 18-24-year olds • Reduction in unemployment claimant count for 50+ • Reduction in proportion of working age residents with NVQ1 or below • Reduction in employer skills shortages in health; digital and creative; and low carbon sectors • Reduction in jobs paying less than London Living Wage • Higher number of local employers signed up to the Living Wage accreditation, Mayor’s Good Work Standard and Disability Confident