

## OVERVIEW AND SCRUTINY COMMITTEE 02 FEBRUARY 2022

**Report title:** Skills and Employment Strategy- One Year On

**Wards:** All

**Portfolio:** Cllr Jacqui Dyer, Deputy Leader (Jobs Skills and Community Safety)

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### REPORT SUMMARY

The report provides an update on the Economic Context of the borough and the impact of Covid-19 on unemployment in the borough.

The report provides a 12-month progress update on the Skills and Employment Strategy progress and evaluation of performance.

The report sets out how we are measuring the impact of our strategy against an outcome's framework.

This report provides information on funding for programmes and future allocation.

The report provides details the challenges to the strategy due to the impact of Covid-19.

### FINANCE SUMMARY

None arising from this report.

### RECOMMENDATIONS

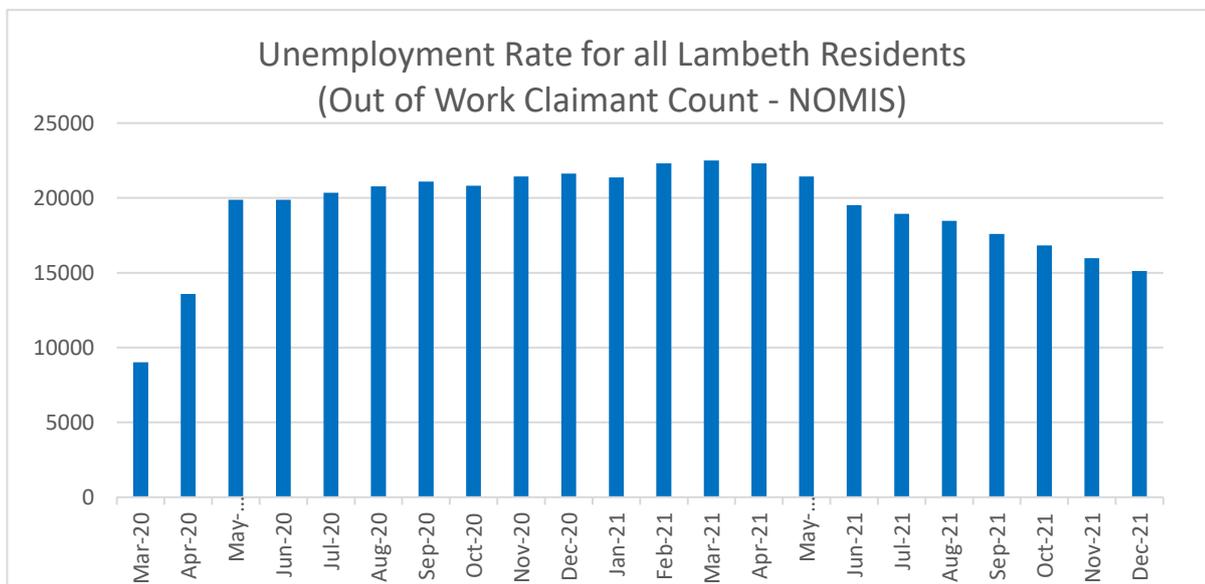
1. To note the contents of the report.
2. To note the Financial Resilience review is underway which will feed the progress made against Skills and Employment Strategy objectives in the future.

## 1. CONTEXT

1.1 Skills and employment, access to good jobs, fair pay, and resilience are key to achieving the ambitions set in the Borough Plan and the Economic Resilience Strategy (ERS). The Skills and Employment Strategy was published in November 2020 to address three key challenges in the borough:

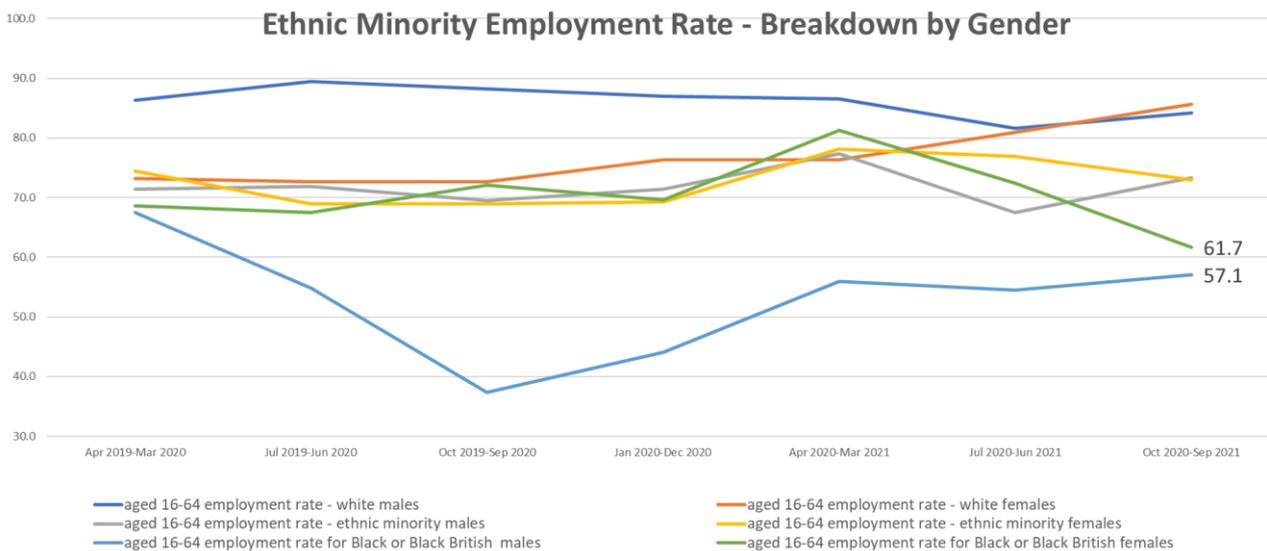
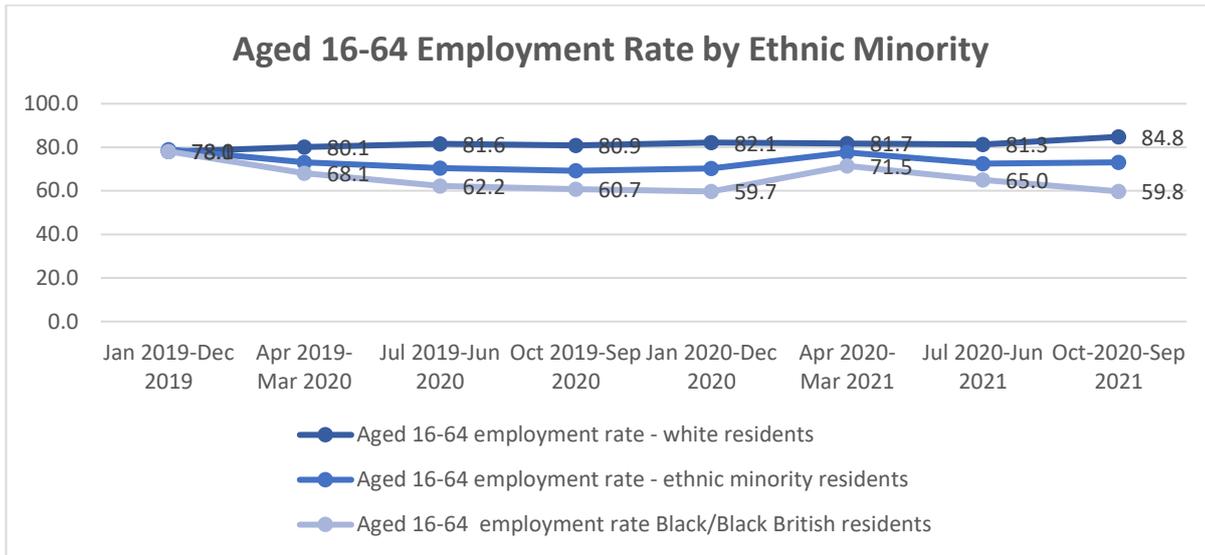
1. Overcome the long-term skills and employment inequalities faced by many of our residents
2. Tackle the current and lasting impact of Covid-19 on livelihoods
3. Ensure our skills system is responsive to the rapidly changing needs of the economy and residents now and in the future.

1.2 Covid-19 has had a significant impact on employment in the borough, with unemployment (by out of work claimant count) rising from 3.7% in January 2020 to a high of 9.5% in March 2021. This has fallen steadily since March 2021, and the current out of work claimant count is 15,125, or 6.4% of the population. Compared to other Central London Forward boroughs, Lambeth had the 5th highest furlough rate (out of 11 boroughs), which equated to 2.1% of its total population. The long-term economic effects of the end of the furlough scheme on local populations is still unknown, with 7,100 residents on furlough when the scheme ended on 30 September 2021.



1.3 There has been a positive trend towards economic recovery, particularly among young people in Lambeth who had initially been disproportionately impacted, with a peak of 12.8% of 18-24-year-olds unemployed, and who are no longer the age group with the highest rate of unemployment. However, the pandemic has also exacerbated existing inequalities and inequities, with the employment rate for ethnic minority residents falling to low of 70.3%, and for black residents to 59.7%, while the employment rate for white residents remained between 78.8% and 80.3%.

1.4 There are further fluctuations evident in the employment rate when broken down by gender. In September 2021 the employment rate for Black female residents fell to 61.7%, compared to 57.1% for Black male residents. A decline in Black Female employment rate will be particularly challenging to address if the Government continues with the mandatory vaccination requirement for workers in the Health and Social Care Sector.



## 2. PROGRESS

2.1 Since the Strategy was launched in November 2021, **over 4000 residents have engaged with Skills and Employment support**, either through directly delivered or commissioned programmes. Adult Learning has enrolled 2436 Lambeth learners. In 2020-21 66.1% of learners identified as Black, Asian and Multi-ethnic, with an average achievement rate of 93.5%.

During this time the 'Opportunity Lambeth' programme delivered by the Economic Inclusion team has supported over 600 residents into opportunities including those arising from Developer S106 obligations and Responsible Procurement. Together with Central London Forward, the council has supported a further 824 residents with long term Health Conditions through the Central London Works Programme. Lambeth Made Skills, Employment and Education has provided opportunities for over 500 young people including 310 Kick Start placements with employers.

2.2 The Skills and Employment Strategy has five clear objectives. Each objective has several actions with short, medium, and long term milestones.

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

- Enable our residents to be more resilient and unlock their potential through upskilling, reskilling, training provision and apprenticeships
- Support our residents into employment pathways and entrepreneurial activity, with a particular focus on our Black, young, and disabled residents
- Encourage our businesses to be inclusive and resilient, by tackling low pay, in-work poverty and to reduce their carbon emissions
- Work with our anchor institutions and major employers to utilise our supply chains and increase spend with local businesses.

2.3 A Progress Report is tabled at each Skills and Employment Board as well as presented at relevant CMB on a quarterly basis. A summary of the Q3 21-22 report is provided below:

Short Term Objective	Progress	Outcome (KPI)
<b>1. Create a skills and employment support system responsive to changes in the economy, employer demand and the growth sectors of the future</b>		
<b>Establish a Skills and Employment Board with a focus on improving the strategic coordination of local employment and skills activities.</b>	4 x Skills and Employment and Board meetings have met in accordance with timeline outlined in ToR. A Forward Plan has been introduced with each upcoming board focused on our Growth Sectors.  Proposed restructure implemented with first subgroups held.	Oversight of all KPIs, with subgroups focussed on:  KPI 1, KPI 2 & KPI 12  KPI 6 & KPI 7  KPI 11
<b>Co-produce a local quality standard for employment support and clear service commitments on standards that are appropriate to our residents and employers.</b>	Opportunity Lambeth and Lambeth Made Youth Promise Provider Standards implemented and reflected in current Lambeth commissioned and delivered programmes e.g., Kickstart employment support programme and Lambeth Made Youth Hubs.	KPI 3
<b>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.</b>	All Adult Learning Providers continue to implement a robust annual cycle of quality assurance and improvement activities that include observation of learning sessions, CPD events, coaching/mentoring, self-assessment reports and quality improvement plans, performance reviews and audit.  Best practice is shared through the Skills and Employment Provider and 'Youth Promise' forum meetings. An embedded quality cycle is yet to be established.	KPI 9 & KPI 3
<b>Deliver sector-based work academy programmes (SWAPS), providing short and intensive training for</b>	£181k pa (over 2 years) secured following successful bid to the GLA to deliver Lambeth Adult Learning short intensive training	KPI 3

<p><b>unemployed residents directly linked to upcoming job vacancies.</b></p>	<p>programmes, 'Good Work for All'. Due to start end of January 2022.</p> <p>Lambeth College and LDN apprenticeships also delivered SWAP programmes in 20-21.</p>	
<p><b>2. Enable our residents to be more resilient and unlock their potential through upskilling, reskilling, training provision and apprenticeships</b></p>		
<p><b>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.</b></p>	<p>Careers Strategy development led by Education Directorate through the Lambeth Made Programme underway.</p> <p>Work smart Careers &amp; Employability Co-ordinator appointed (Start date Feb 2022)</p> <p>Spiral Skills awarded funding for a one-year pilot careers programme with 240 students with delivery commencing since October 2021 half term.</p>	<p>KPI 8 &amp; KPI 4</p>
<p><b>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</b></p>	<p>Drive Forward "Steps to Success" Care Leaver Programme 20/21 99 Care leavers engaged, 79 entered training/skills programmes with 37 employment outcomes.</p> <p>14 care leavers have been successful in securing interviews for the Civil Service internship Scheme.</p> <p>NEET Summer Programme for 16–18-Year-olds has recruited 45 Young People on to programmes.</p> <p>Developer's Challenge:</p> <p>9 16–18-year-olds completed bespoke S106 construction work taster programme</p> <p>7 progressed to complete CSCS training with Construction Youth Trust8 progressed into positive destinations, including 2 into Bricklaying apprenticeships (S106, Oval Village)</p> <p>"Changes" Programme- 140 young people, approximately 30% will be 'referred' directly from the local authority (and/or Palace for Life) and up to 70% 'targeted' through outreach approaches.</p> <p>Development of 'Unheard Voices' innovation fund, offering hyper-local/VCS projects opportunity to bid for funding to pilot/scale up/replicate projects to support the most disengaged young people at risk of serious youth violence (e.g., young offenders, gangs).</p>	<p>KPI 4 &amp; KPI 8</p>

<p><b>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.</b></p>	<p>1117 adults enrolled on Adult Learning programmes Sept-Dec 2021. Of these, 20 learners completed short intensive Pre-Employment Training programmes. 'Good Work for All' programmes due to start end of January 2022.</p> <p>59%- Black Asian and Multi Ethnic</p> <p>16%- Disabled</p>	<p>KPI 3, KPI 1 &amp; KPI 2</p>
<p><b>Upskill low paid and low skilled employees in the borough through the 'Progress at Work' programme</b></p>	<p>162 employees enrolled (vs. 145 target) in 2020-21 with Lambeth employers in Health &amp; Social Care, Hospitality and Public Sector including Schools. 19 additional employees have been enrolled in 2021/22 to date.</p>	<p>KPI 9 &amp; KPI 11</p>
<p><b>Coordinate the transfer of unused apprenticeship levy from larger organisations to support SMEs increase apprenticeship opportunities.</b></p>	<p>£70,359.56 levy transfer by March 2022 including £26,800 of Apprenticeship Levy was transferred to HfL.</p> <p>74 employers have attended Lambeth Council apprenticeship webinars delivered, with eight businesses subsequently exploring levy transfer via LSBU.</p> <p>4 levy transfer requests now in process including 2 x Bricklaying apprentices on Berkeley Homes Oval Village site.</p>	<p>KPI 6 &amp; KPI 7</p>
<p><b>Develop and deliver a pre-apprenticeship programme to improve access to and sustainment of apprenticeships.</b></p>	<p>LDN apprenticeships, Get Set and Lambeth College are delivering traineeship programmes including functional skills, however numbers not currently tracked by Lambeth. Potential to commission bespoke programme utilising NCIL underspend.</p>	<p>KPI 6 &amp; KPI 7</p>
<p><b>3. Support our residents into employment pathways and entrepreneurial activity, with a particular focus on our Black, young, and disabled residents</b></p>		
<p><b>Promote Opportunity Lambeth as a 'front door' service to 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).</b></p>	<p>513 employment opportunities, including 81 apprenticeships, have been received via Opportunity Lambeth since 1 April 2021.</p> <p>ESF funding secured by CLF for Connecting Communities employment support programme brings £660,000 of funding to Lambeth to increase resource for direct delivery of employment support to unemployed residents.</p>	<p>KPI 3, KPI 1 &amp; KPI 2</p>

<p><b>Use a wide variety of communication channels to promote our local employment and training offers, recognising the range of languages spoken in the borough.</b></p>	<p>Communication Plan for Lambeth Made Education Skills Employment (LMESE) is being implemented including increased use of Social Media channels including LMESE Instagram and Opportunity Lambeth Twitter activity to inform Comms 'going forward'. The LMESE Youth Steering Group have developed a set of 'Design Principles' to inform how we effectively engage young people through Social Media.</p>	<p>KPI 4, KPI 8, KPI 1 &amp; KPI 2</p>
<p><b>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.</b></p>	<p>310 Better Placed Kickstart Gateway opportunities have now been approved, with 165 young people commencing their Kickstart placements to date.</p> <p>16 young people have now commenced employment within the Council, with a further 3 roles pending and 16 in live recruitment.</p> <p>Kickstart Goes Green – employer engagement underway for a 'green' Kickstart cohort, targeting employers across the tri-borough area who can offer Kickstart roles in the green economy.</p>	<p>KPI 4</p>
<p><b>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.</b></p>	<p>First Project Search cohort (7 young people with SEND) commenced work placements at Kings College Hospital in October 21. Project Search is a partnership with Lambeth Council, Lambeth College, Unity Works and Kings College NHS Trust.</p> <p>Recruitment for Supported Employment Partnership Co-ordinator has now been completed.</p>	<p>KPI 2</p>
<p><b>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.</b></p>	<p><u>Central London Works</u></p> <p>Q1 21-22: 110 programme starts, 130 job starts Q2 21-22: 169 programme starts, 156 job starts</p> <p><u>JETS (Job Entry Targeted Support)</u></p> <p>Q1 21-22: 546 programme starts, and 265 job starts Q2 21-22: 389 programme starts, and 52 job starts</p> <p><b>603</b> Total starts</p>	<p>KPI 3</p>
<p><b>Increase awareness amongst employment and training providers of other local services which can support residents' wider barriers such as advice agencies and health programmes.</b></p>	<p>Advice services presentation scheduled to present offer at the Lambeth Made Youth Promise and Opportunity Lambeth Provider Forums (Dec 21).</p> <p>Revised criteria for new Emergency Support Fund and expanded Household Support Fund offer to be promoted to provider network through network and forums.</p>	<p>KPI 3, KPI 4, KPI 1 &amp; KPI 2</p>

<b>Promote information and programmes that support residents with options on self-employment or to start and grow their business, such as the London Business Hub.</b>	Mapping of existing self-employment/enterprise support services for Lambeth residents will be undertaken in Q4 to inform future commissioning of self-employment and enterprise support.  STRIDE- 67 Lambeth Residents have engaged with entrepreneurial support and/or Work experience placements	KPI 3
<b>Deliver further rounds of the Lambeth Made Unlock programme and social enterprise academy.</b>	UNLOCK programme rebranding as 'Create your Future'. 45 young people engaged last summer.  Partnership developed with 'Business Launchpad' to deliver peer led business planning sessions with NEET young people from January 2022	KPI 8 & KPI 4
<b>4. Encourage our businesses to be inclusive and resilient, by tackling low pay, in-work poverty and to reduce their carbon emissions</b>		
<b>5. Work with our anchor institutions and major employers to utilise our supply chains and increase spend with local businesses.</b>		
<b>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.</b>	243 employment opportunities, including 65 apprenticeships, have been advertised via Opportunity Lambeth since 1 April 2021.  ESF funding secured by CLF for Connecting Communities employment support programme brings £660,000 of funding to Lambeth to increase resource for direct delivery of employment support to unemployed residents.	KPI 3, KPI 1 & KPI 2
<b>Work with the Business Improvement Districts to provide a recruitment service for their employers which can support them to recruit residents.</b>	90 employers have now been engaged through the South Lambeth BIDs Service, resulting in advertisement of 47 vacancies from BID businesses. 13 outcomes have been secured to date.	KPI 3
<b>Lead by example by achieving and promoting the Mayor of London's Good Work Standard, Disability Confident and London Living Wage as positive employment practice to local employers.</b>	Lambeth Council is now a London Living Wage Champion and Disability Confident organisation. LBL is working towards the Mayor's Good Work Standard.  Lambeth hosted tri-borough Living Wage Event and Living Wage awards ceremony on 16 November with Cllrs Holland and Davies.  203 Lambeth Employers are Living Wage Accredited.	KPI 12
<b>Encourage employers and anchor institutions to offer work experience opportunities which are coordinated and promoted</b>	28 residents have completed work experience through Lambeth development sites in Q1 21-22. Recruitment will go live in Sept 21 for a 'Work Smart' work experience co-ordinator to provide dedicated resource to support this area of work.	KPI 3 & KPI 4

to local young people and unemployed 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.	<b>Q1: 21-22</b> 17 Job Starts 22 Work Experience placements 7 Apprenticeships  <b>Q2: 21-22</b> 79 Job starts 6 Work Experience placements 5 Apprenticeships	KPI 3, KPI 6 & KPI 7

## S106 – Skills and Employment Opportunities 2021-2022

Forecast numbers for Lambeth development sites (currently implemented)

Development	Jobs	Apprenticeships	Work Experience	Worksmart activity
Aytoun Road	56	3	8	4
Brixton Hill Project (OMH) House	12	4	16	7
Clapham Park Phase 1	20	5	15	23
Coburg Crescent	10	3	5	3
Damac Tower	64	32	8	0
Graphite Square	80	16	8	3
Greyhound Lane 10 – 22	16	1	3	1
GSTT – The Core	150	3	14	6
Hydethorpe Rd 200 - 262		2	6	2
Keybridge House	80	39	38	11
Knight's Walk (HfL)	6	1	8	4
Lambeth Methodist Mission	23	7	8	4
Lower Marsh, Ruby Hotel (End Use)			8	0
Miles Street	34	17	1	8
Oval Cricket Ground End Use		2		

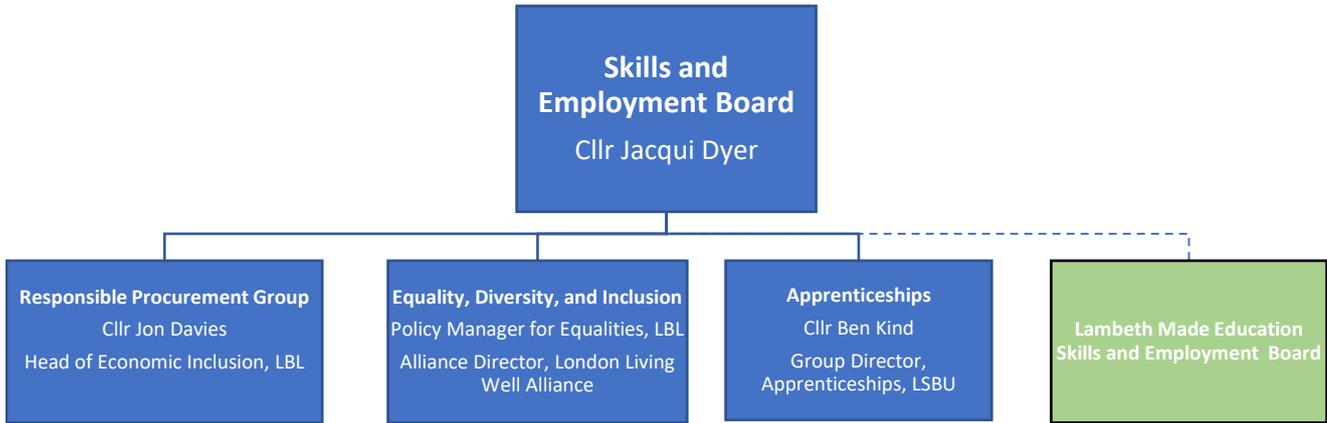
Oval Cricket Ground	3	2	1	5
Oval Village	50	36	20	8
Somerleyton Road	5	6	20	8
Sudbourne Primary	8	3	6	0
Territorial Army Building – Clapham	26	6	3	12
Tulse Hill, 339 Norwood Rd & 3 Thurlow Park Rd	8	5	8	0
Union Grove 55	3	1	2	1
Vauxhall Walk 92 - 98	41	4	4	3
Waterloo Station Retail	18	1	10	8
West Norwood Tennis Club	6	3	3	3
Wyvil Road 22	21	3	6	2
<b>Total</b>	<b>740</b>	<b>205</b>	<b>221</b>	<b>126</b>

### 3 OVERSIGHT AND GOVERNANCE

#### Skills and Employment Board

- 3.1 A partnership approach is essential to delivering sustainable employment and skills interventions. The Lambeth Skills and Employment Board (LSEB) met quarterly in 2021 and consists of key local education providers, public sector organisations, private sector businesses and representatives of community level delivery organisations. This Board owns the strategy and contributes to its delivery. Through the LSEB we have deepened our collaboration with partners as well as focussed on systems change to address barriers.
- 3.2 In autumn 2021 LSEB was broadened to include several subgroups. LSEB attendance had grown to 40+ participants and it was decided to introduce subgroups tasked with focusing on specific strategic objectives requiring specialist expertise and external stakeholder ‘buy in’. Each subgroup is jointly chaired by a Council Officer and an external stakeholder with sector knowledge. Through the LSEB subgroup structure we have been able to actively engage with 70 + employment and skills stakeholders including VCS grassroots organisations, anchor institutions, and key internal stakeholders.
- 3.3 The subgroups also provide further opportunity to hear and consider qualitative feedback from residents, employers, and providers. A variety of engagement methods are used to source this feedback including workshops, surveys, and programmes specific groups including the Lambeth Made Youth Steering Group and the ELEVATE ‘Elevators.’

### 3.4 LSEB Structure



### 3.5 Quality assurance and evaluation

In 2021, the Lambeth Made Youth Promise were further embedded into Skills and Employment delivery. The Youth Promise is a Lambeth quality standard for employment support and includes clear service commitments on standards that are appropriate to our residents and employers. Providers commissioned by both Economic Inclusion and Lambeth Made Education, Skills and Employment (LMESE) are required to join the provider network and sign up to several obligations including standardised collection and reporting of quantitative and qualitative feedback, sharing of good practise and creative collaboration and engagement with partners. LMESE have a youth steering group mobilised to inform direction of the programme as well input into commissioning processes, critique activity performance and provide feedback at the programme board and delivery groups. Skills and Employment are currently commissioning a provider to produce a full evaluation of the programme.

Adult Learning has a robust quality assurance and monitoring cycle, in line with Ofsted expectations and the demands of the Education Inspection Framework. The Service produces an annual Self-Assessment Report and Quality Improvement Plan informed by evidence collected through a variety of methods including learner forums and surveys, lesson observations and learning walks, as well as enrolment, attendance, and achievement data. Adult Learning received a Grade 2 ‘Good’ from Ofsted in 2019 and self-assessed as Grade 2 ‘Good’ in the 2020-21 Self-Assessment Report. The aspiration is for our Adult Learning Service to achieve an Ofsted Grade 1 ‘Outstanding’ at the next inspection and a Quality Improvement Plan is in place to ensure necessary actions are completed to achieve this.

### 4.1 IMPACT

#### Shared Outcome Framework

4.1 The high-level outcome measures laid out in the Skills and Employment Strategy are monitored via the Shared Outcome Framework, with regular reports provided to the Skills and Employment Board (LSEB) to ensure that the department is delivering towards its objectives. In future, LSEB will collaborate to bring together data owned by all partners to strengthen our understanding of progress being made across the borough. The Shared Outcome Framework is stored in a Power BI dashboard and access has been given to all members of the LSEB.

4.2 The outcomes detailed in the Shared Outcome Framework, and progress to date, are detailed in the below table:

<b>Outcome</b>	<b>Direction of Travel</b>	<b>Context</b>
<i>KPI 1: Narrow the gap in the employment rate for Black Residents</i>		The gap in the employment rate between white residents and black residents is currently at 13.2%, with 65% of black residents in employment, compared to 81.3% of black residents.

		This number has been significantly impacted by the Covid-19 pandemic and reflects figures across London where the average rate of employment for black residents is 67.7%.
<i>KPI 2: Narrow the gap in the employment rate for disabled residents</i>		The employment rate gap between disabled and non-disabled residents is currently 16.2%. The employment rate for disabled residents has risen to 62% from 50.1% March 2019. This is marginally higher than the London average employment rate for people with disabilities which is 59.7% and has remained stable throughout the Covid-19 pandemic.
<i>KPI 3: Reduction in the unemployment rate for working age residents</i>		The unemployment rate across Lambeth, based on out of work Universal Credit Claimants, is 6.7%. This is higher than the pre-pandemic figure of 3.7% in March 2020 but has shown substantial improvement since the peak of 9.5% in March 2021.
<i>KPI 4: Reduction in the unemployment rate for residents aged 18-24</i>		The current unemployment rate for 18-24-year-olds is 7.2%, compared to an overall rate of 6.7%. Young people have seen a disproportionate increase in unemployment during Covid-19, prior to which the rate of unemployment for this group was 4.4% in Jan 2020. There has been a significant reduction in this number, and it has fallen from a peak of 12.7% in March 2021, indicating positive progress on this outcome.
<i>KPI 5: Reduction in the unemployment rate for residents aged 50</i>		The unemployment rate for 50+ year-olds is currently 9.8%. Like younger residents, older residents have been disproportionately impacted by the Covid-19 pandemic. However, this number is also improving, falling from a peak of 11.6% in March 2021.
<i>KPI 6&amp;7: Increase in number of residents starting and achieving an apprenticeship</i>		In the most recent year 1150 residents started apprenticeships, and 453 achieved apprenticeships, compared to 1270 started and 483 achievements the year before and a target of 2,000 started and 500 achievements. These numbers have been significantly impacted by Covid-19, and this outcome will be a key priority in the coming year.
<i>KPI 8: Increase in 16-17 participating in employment, education, and training</i>		This value is currently at 94.88%, close to our target of 95%. This number has increased steadily from 90.38% in the first quarter of 20/19/20, despite falling to 55.68% in Q2 2020/21 following the impact of Covid-19.
<i>KPI 9: Reduction in proportion of working age residents with NVQ2 or below</i>		This number is currently at 19%, having decreased from 25% in 2019. This is a slight improvement on the London average of 21.5% and indicates a positive direction of travel towards the target of 16%.

<i>KPI 10: Reduction in employer skills shortages in health, digital and creative and low carbon sectors</i>	N/A	Data on skills shortages is not centrally collected but will be baselined internally in early 2022.
<i>KPI 11: Reduction in jobs paying less than the London Living Wage</i>		The most recent data (Nov 2020) shows 18.7% of jobs in Lambeth pay less than the London Living Wage. This number has decreased from 20.8% the year before and is an improvement on the London average of 19.5%.
<i>KPI 12: Higher number of employers with LLW accreditation, Mayor's Good Work Standard and Disability Confident</i>		This number has remained relatively steady in the past 6 months, although there was a significant increase in the number of London Living Wage employers during 2020.

## 5. CASE STUDIES

### 5.1 Utilising S106 funding

The Lambeth Developer's Challenge is a 4-week engagement programme for young people aged 16-18 to gain construction skills and on-site experience. The programme was designed as a carousel of work tasters, providing each young person the opportunity to become aware of and experienced in the breadth of careers in the construction industry.

#### **Case Study: Developer's Challenge**

Simon had disengaged from education and was referred to the Developer's Challenge by the Youth Offending Service as he had expressed an interest in a career in construction and felt it would give him a better understanding of construction and the different options and routeways that were open to him as a young person wanting to get into the industry.

Simon participated in the programme, selecting activities that would expose him to a range of different elements within the industry. Throughout this time, he gained insight into construction careers, attended employability and practical workshops in carpentry, block/bricklaying, painting & decorating, drylining, joinery and tiling, and went on site tours of some of the major Lambeth developments. As part of the programme, studied for his OCN Level 1 Health and Safety in a Construction Environment followed by taking his on screen CSCS test and was successful in passing first time.

After completing an on-site bricklaying practical session, Simon expressed an interest in learning more about becoming a Bricklayer and his enthusiasm was observed by the Training Manager, who felt that Simon had a natural flair. Simon was then offered an interview for an apprenticeship bricklayer opportunity on the Oval Village site. Before attending the interview Construction Youth Trust prepared Simon by providing tips on researching the company, the industry, and the trade, and practical mock interview practice. Simon attended the interview and was successful in securing a work and has now progressed into a Bricklaying apprenticeship.

### 5.2 'Steps to Success' for Care Leavers

Steps to Success is the Council's employment support programme, designed to support the progression of NEET Lambeth care experienced young people into education, employment, and training opportunities. The programme is delivered by Drive Forward, a Waterloo-based organization which specializes in working with care experienced young people across London.

## **Case Study: Steps to Success**

VM is a care leaver based in Brixton. She is 20 years old and has worked a variety of different jobs (mainly in the hospitality sector) but had clear ambitions and motivation to progress into a professional career. After working in a bar, a vaccination centre, and a Kickstart role with a brewery, VM was supported by Drive Forward through the Steps to Success programme to apply to the Civil Service Care Leaver Internship programme. VM was successful in securing an internship with the Civil Service and was offered an Executive Assistant role at DEFRA (Department of Environment, Food and Rural Affairs).

VM was initially unhappy with her role at DEFRA. Many of the people she works with are like one another and she struggled to relate to many of them. She also doesn't have a natural inclination for science, so struggled to get herself motivated but remained engaged with the support and encouragement of her Drive Forward Consultant, and as the months have gone by her confidence has grown, and she has begun to find her work interesting.

VM's role is related to environmental science, working on issues to do with land, water, food and agriculture. She also manages an internal online community hub, posting various stories and articles from around the country. VM is much more aware of the negative impact we are having on the environment and is now more interested in environmental issues.

### **5.3 Support for Over 50s**

#### **Case Study: LAL support for Over 50s**

Roberto was 50 when he lost his job in hospitality due to Covid-19. He was referred to a LAL redundancy reskilling programme which offered him support with skills training, job applications, confidence and motivation. This helped him to find temporary work as a Covid Warden with Lambeth Council. Roberto says, ***"I was going through a personal crisis and having a very difficult time, losing hope. I didn't realise that there was so much help available for people like me from LAL. The support was fantastic and gave me so much confidence."***

The work as a Covid Warden and his positive experiences of learning motivated Roberto to make a change to his work ambitions. Following professional advice and guidance from LAL, he joined a short Sector-Based Work Academy programme designed to help him access full-time work in the civil service. The mix of personal and job support, along with skills and information, were invaluable. He says, ***"I got amazing support not only on learning the subject but great personal support and assistance during a very challenging time."***

The practical and supportive nature of the course helped Roberto to successfully apply to the Department of Work and Pensions for a permanent job as a Work Coach. After six months in the job, he was promoted to lead the RESTART scheme and says, ***"I am now assisting other people towards financial independence through work and enabling them to claim the support they need as they progress. It's thanks to LAL that I was able to get back on track, find a job and change my career."***

## **6. FUNDING**

6.1 Lambeth Council's Skills and Employment Strategy direct and commissioned delivery is funded through:

- Section 106 (S106)
- Neighbourhood CIL (NCIL)
- Department Work and Pensions (DWP)
- Adult Education Budget (AEB)
- Lambeth Council Apprenticeship Levy

6.2 'In-kind' contributions should be considered when reviewing the proposed budget. Key contributors will include:

- 2,040 jobs through S106 commitments over the next three years
- LBL Direct Labour Organisation (DLO) apprenticeship and training programmes
- Potential to optimise the 1% Social Value Levy
- £668,000 ESF Connecting Communities Funding

6.3 In March 2021 Growth and Investment Panel approved a 3-year proposed budget for Skills and Employment activity.

Year		DWP	S106	NCIL	AEB	Total
<b>2021/22</b>	Economic Inclusion	£ -	£ 1.05	£ 0.03	£ -	£ 1.08
	Lambeth Made (Youth)	£ 0.27	£ 0.09	£ 0.68	£ -	£ 1.04
	Adult Learning	£ -	£ -	£ -	£ 2.90	£ 2.90
	Self Employed Support	£ -	£ -	£ 0.05	£ -	£ 0.05
	ELEVATE (Skills and Employment)	£ -	£ 0.03	£ 0.15	£ -	£ 0.18
	Low Carbon / Health and Life Sciences	£ -	£ 0.10	£ -	£ -	£ 0.10
<b>2021/22 Total (£ million)</b>		<b>£ 0.27</b>	<b>£ 1.25</b>	<b>£ 0.92</b>	<b>£ 2.90</b>	<b>£ 5.34</b>
<b>2022/23</b>	Economic Inclusion	£ -	£ 1.10	£ 0.03	£ -	£ 1.13
	Lambeth Made (Youth)	£ 0.08	£ 0.11	£ 0.82	£ -	£ 1.00
	Adult Learning	£ -	£ -	£ -	£ 2.50	£ 2.50
	Self Employed Support	£ -	£ -	£ 0.05	£ -	£ 0.05
	ELEVATE (Skills and Employment)	£ -	£ 0.03	£ 0.21	£ -	£ 0.23
	Low Carbon / Health and Life Sciences	£ -	£ 0.10	£ -	£ -	£ 0.10
<b>2022/23 Total (£ million)</b>		<b>£ 0.08</b>	<b>£ 1.33</b>	<b>£ 1.11</b>	<b>£ 2.50</b>	<b>£ 5.01</b>
<b>2023/24</b>	Economic Inclusion	£ -	£ 1.15	£ 0.03	£ -	£ 1.18
	Lambeth Made (Youth)	£ 0.08	£ 0.11	£ 0.78	£ -	£ 0.96
	Adult Learning	£ -	£ -	£ -	£ 2.50	£ 2.50
	Self Employed Support	£ -	£ -	£ 0.05	£ -	£ 0.05
	ELEVATE (Skills and Employment)	£ -	£ 0.03	£ 0.21	£ -	£ 0.23
	Low Carbon / Health and Life Sciences	£ -	£ 0.10	£ -	£ -	£ 0.10
<b>2023/24 Total (£ million)</b>		<b>£ 0.08</b>	<b>£ 1.38</b>	<b>£ 1.07</b>	<b>£ 2.50</b>	<b>£ 5.02</b>
<b>Grand Total</b>		<b>£ 0.42</b>	<b>£ 3.95</b>	<b>£ 3.09</b>	<b>£ 7.90</b>	<b>£ 15.37</b>

## 7. CHALLENGES

### Opportunity Lambeth Portal

7.1 The Opportunity Lambeth jobs portal was preparing for a soft re-launch when Covid-19 hit. The onset of the pandemic and burgeoning unemployment numbers led to the site being launched early as a 'jobs board', providing a space for local people to review and apply for vacancies. Throughout the course of the pandemic, the site has advertised hundreds of vacancies and afforded online access to employment support services for 600 residents. One thing the 'jobs board' approach does not afford, however, is effective tracking of outcomes as applications are typically made outside of the portal.

- 7.2 Having secured £660,000 as part of the CLF Connecting Communities cross-borough bid, the Skills and Employment team will once again be directly delivering employment support for residents from early 2022. The Opportunity Lambeth – Connecting Communities team will deliver enhanced employer services and employment support services for residents, with applications now directed through the portal where they will be received and reviewed by the team. In addition to providing enhanced tracking of applications, the new team and process will provide screening and quality control, and proactive engagement of residents with support where CVs or application are below the required standard.
- 7.3 The Skills and Employment team have secured £150,000 from the Digital Capital Fund to further develop the Opportunity Lambeth portal working collaboratively with residents, employers, and providers to develop better aesthetics and an improved journey for all users of the site.

### **Youth Hubs**

- 7.4 Considering the pandemic which had significant, and disproportionate impacts of the employment of young people in Lambeth, DWP and the Lambeth Skills and Employment Team joined forces to develop a funding bid for DWP Flexible Support Fund to set up four Youth Hubs in key locations for youth unemployment, deprivation, and/or serious youth violence in Lambeth.
- 7.5 The biggest challenge for the Youth Hubs has been around engagement of young people. After a series of lockdowns, services are finding young people to be more socially excluded, and less likely to come forward for support. Referrals for the Hubs from DWP were also incredibly low, with Work Coaches typically forgoing the support offered through the Hubs for direct (and often fruitless) referrals into Kickstart opportunities. Lambeth Skills & Employment Officers have therefore worked closely with DWP to align the Youth Hub and Kickstart recruitment processes, ensuring that young people are referred to the Hubs for appropriate support with identifying and applying for Kickstart opportunities. Despite these challenges, the services are now approaching 150 young people supported, with 34 already progressing into a positive employment and training destination.

### **South Lambeth BIDS Recruitment Service**

- 7.6 The South Lambeth BIDs Recruitment Service was joint commissioned in February 2020 by Lambeth Council and five South Lambeth BIDs, to deliver a local job brokerage service for BID businesses. Due to the onset of the pandemic, delivery on the contract was paused until September 2020 and then, once delivery commenced, the programme was again impacted by further lockdowns.
- 7.7 Despite a contract extension and extensive support from the Council and the BIDs, the service did not gain as much traction as expected; and based on provider performance feedback from businesses and the BIDs themselves the commissioned service was ended in December 2021. Subsequently, a 'warts and all' lessons learned session has been undertaken with the BIDs and the commissioned provider, to understand what lessons can be taken on to inform future delivery.
- 7.8 As the Skills & Employment team are recruiting a team of employment officers for the forthcoming ESF Connecting Communities programme, the BIDs and Lambeth Council are exploring the potential to joint fund a post which would be directly managed within the Council's Skills and Employment team to take on the development of the programme. In an ever-changing landscape of employment and High Streets, it is agreed that hands-on oversight of the programme from the Council's employment specialists would be more likely to deliver success second time around.

## **8. NEXT STEPS**

### **8.1 Future Proofing the labour market**

- 8.1.1 As across London, there is a Lambeth wide need to ensure we are providing fair and decent working opportunities for our residents. These good work opportunities should be easily accessible to all through a 'no wrong door service' and should enable residents to feel economically secure and to pursue career progression and skills development as part of their employment journey. Achieving the good work ambition means the council leading by example through adopting accreditations such as the Good Work Standard, Disability Confident and London Living Wage. It also means working closely with employers in the borough to leverage opportunities and better integrate borough wide opportunities across the public and private sector.
- 8.1.2 The outlook for the borough in terms of new office-based employment from higher value sectors is positive. There is a healthy pipeline of major commercial space led development schemes coming through the planning system. For example, when constructed, the permitted Elizabeth House scheme in Waterloo is forecast to bring 8,000 new jobs. Recent research undertaken by the Council and property specialists JLL shows the potential for 5 million square feet of new commercial space in the borough in the coming years, including 3.5 million square feet of space in the South Bank and Waterloo areas. When realised, South Bank and Waterloo would overtake areas including Kings Cross and Stratford for supply of office space. There is also potential to exponentially increase the number of jobs in Vauxhall and Brixton.
- 8.1.3 The council expects to see significant growth in the creative and tech, health and life science and low carbon economies. Lambeth is prioritising these growth sectors for support – to attract and help grow existing companies within these sectors. Concurrently, we are committed to working with these growth sectors to understand their skills needs, and to identify and tackle issues of inequality within the labour markets of these sectors. Already, the council has established the ELEVATE and STRIDE programmes have both built up connections and projects that are targeting residents from diverse backgrounds to access opportunities in the creative and tech economies.
- 8.1.4 In 2022 we will be developing sector focussed growth strategies, and an important component of these will be focussed on the actions we need to take to ensure that over the long term, Lambeth residents from all backgrounds have the knowledge, connections, skills, and opportunities to secure good work within these sectors.

## **8.2 Tackling Inequality within the labour market**

- 8.2.1 The Strategy will continue to address the disproportionate impacts of the pandemic on residents who faced existing inequalities. The existing structural inequalities of Lambeth's labour market have become truly clear throughout the pandemic. Our Black, Asian, and other ethnic minority, young, and disabled residents all face disproportionate disadvantages in economic terms. Unemployment and lower paid jobs are more likely for these groups, which has had a knock-on impact for their health exposure during the pandemic, in turn exacerbating their more precarious economic situation.
- 8.2.2 Ultimately our ambition is to ensure all our residents can find and stay in employment, providing those directly impacted by COVID with opportunities to upskill or reskill so they can meet their core economic needs, now and in the future, including those who face systemic inequalities — our Black, young, and disabled population. Our recovery and resilience building activities will drive the transition towards a more equal and resilient Lambeth society.

## **8.3 Data and Intelligence**

- 8.3.1 Through the development of the Shared Outcome Framework, we will need to deepen collaboration with partners, sharing data and intelligence which will support systems change and address barriers whilst always capturing learning so we can adapt and improve as we

progress. In the last 12 months we have greatly strengthened our internal data collection and reporting, however we must harness the LSEB, relationships with anchor institutions and partnerships such as SC1 (a new partnership organisation focussed on growing the health and life science economy across Lambeth and Southwark) to develop and more detailed understanding of the future labour market and how we can best support our residents to be benefit from the opportunity ahead.

## **9. FINANCE**

9.1 There are no direct financial implications of this report as it is for information purposes. Skills and Employment activity within the Council is largely funded from a combination of S106 and CIL monies and grant funding as detailed in Section 5 of this report. Although the availability of S106 and CIL monies is expected to remain constant in the medium term, the Council doesn't control the level of grant funding it can access, and this creates some risk.

## **10. LEGAL AND DEMOCRACY**

10.1 There are no specific legal comments to this report.

10.2 There are no additional comments from Democratic Services.

## **11. CONSULTATION AND CO-PRODUCTION**

11.1 N/A

## **12. RISK MANAGEMENT**

12.1 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.

12.2 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.

## **13. EQUALITIES IMPACT ASSESSMENT**

13.1 An Equalities Impact Assessment was undertaken to inform the Skills and Employment Strategy. This will be revisited as part of any Strategy refresh.

## **14. COMMUNITY SAFETY**

14.1 Partnership working across Community Safety as Lambeth Made service delivery has links to Lambeth Made Safer which will ensure synergy with other Community Safety objectives and Strategies.

## **15. ORGANISATIONAL IMPLICATIONS**

### **Environmental**

15.1 Not Applicable

### **Health**

15.2 Not Applicable

### **Corporate Parenting**

15.3 Assistant Director Skills and Employment attends Corporate Parenting Board to inform and update on progress on activity specifically supporting Care Leaver opportunities

### **Staffing and Accommodation**

15.4 There are no staffing and accommodation implications contained within the report.

### **Responsible Procurement**

15.5 Skills and Employment obligations are embedded into the Council Responsible Procurement Policy. The Economic Inclusion team support Contractors to fulfil their obligations and are supporting internal stakeholders to strengthen their contract management processes through the Responsible Procurement Subgroup.

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

15.6 There are no reduce emissions implications contained within this report.

### ***Single Use Plastics***

15.7 There are no implications specifically arising from the Report in relation to the use of single use plastics.

### ***Positive Health and Wellbeing***

15.8 Not Applicable

### ***Other Offers (Innovation)***

15.9 There are no uses of corporate responsibility budget for services contained within the report.

## **16. TIMETABLE FOR IMPLEMENTATION**

16.1 Not Applicable

## AUDIT TRAIL

NAME/POSITION/TITLE	LAMBETH DIRECTORATE	DATE SENT	DATE RECEIVED	COMMENTS IN PARAGRAPH
Cllr Jacqui Dyer- Deputy Leader, Jobs and Skills	N/A	12.01.2022 25.01.2022	14.01.2022	
Matt Blades- ECS Director	SGO	12.01.2022	12.01,2022	
Eleanor Purser/Sara Waller- Strategic Director	SGO	13.01. 2022	14.01.2022	
Michael O'Hora (Legal Services)	SGO	12.01.2022	14.01.2022	
Matthew Gaynor (Finance)	SGO	12.01.2022	12.01.2022	
Maria Burton (Democratic Services)	Legal and Governance	12.01.2022	14.01.2022	

## REPORT HISTORY

<b>Original discussion with Cabinet Member</b>	12.02.2022
<b>Report Deadline</b>	21.01.2022
<b>Date Final Report Sent</b>	25.01.2022
<b>Part II Exempt from Disclosure/confidential accompanying report?</b>	No
<b>Key Decision Report (Y/N)</b>	No
<b>Date First Appeared on Forward Plan</b>	N/A
<b>Background Information</b>	<a href="#">Cabinet 30 November 2020, item 3: Lambeth Skills and Employment Strategy</a>
<b>Appendices</b>	Appendix 1: Skills and Employment Strategy