

Mayor and Cabinet		
Report Title	Work and Skills Strategy: Update on Progress and Refresh	
Key Decision	No	Item
Ward	All	
Contributors	Head of Strategy; Executive Director for Resources and Regeneration	
Class	PART 1	Date: 9/12/15

1. Purpose of the Report

This report updates Mayor and Cabinet on the delivery of the Work and Skills Strategy: Building Bridges to Work 2013 – 2015, the lessons learnt from its implementation and presents the draft of the updated Work and Skills Strategy: 2015-2017 for approval.

2. Recommendations

- 2.1 That the Mayor notes the delivery and achievements of the Work and Skills Strategy 2013 - 2015, and the lessons learned.
- 2.2 That the Mayor approves the Work and Skills Strategy 2015 – 2017 attached as Appendix Two.

3. Policy Context

- 3.1 The Mayor acknowledged his continued commitment to issues around employment and skills in his AGM speech in March 2015:

“[Lewisham] is a place where people want to live – somewhere that offers proximity to employment in Central London or Docklands, somewhere that has good links to the transport network within the city and beyond, somewhere that offers a great quality of life with good schools, parks and public services. Lewisham isn’t an employment hub but as technology makes it possible to work differently and the success of London creates new demands we can see our residents and local businesses seizing the opportunities which are opening up. Cultural and Media businesses are growing and the presence of a successful University with a worldwide profile furthers strengthens the offer that Lewisham has.”

- 3.2 This vision ties in with *Shaping Our Future: Lewisham’s Sustainable Community Strategy*, and in particular with two priorities:

- Dynamic and prosperous - where people are part of vibrant communities and town centres, well connected to London and beyond and

- Ambitious and achieving - where people are inspired and supported to fulfil their potential.

4. Delivery of the work and skills strategy 2013-15: Achievements

4.1 The 2013 – 2015 strategy was co-developed with our partners (Job Centre Plus, housing providers and Lewisham and Southwark College) following the Work and Skills Summit Meeting of 2013 and agreed by Mayor and Cabinet on 8th June 2013. The objectives of that strategy were:

- To enable more excluded residents to access and benefit from services;
- To enable more excluded residents into sustained employment;
- To increase opportunities for progression in employment;
- To derive greater value from existing employment-related expenditure and services.

Implementing the work and skills strategy 2013-15 has been a cross-partner enterprise involving our housing providers working jointly with our Job Centre Plus, and our Further Education (FE) provision. The main targets within the joint council / Department of Work and Pensions Work and Skills strategy were reduction in the claimant count by 5%.

4.2 The main achievements of the 2013-15 strategy have been:

- A 44% reduction in the levels of unemployment in the Borough over the last two years
- Reduction in the levels of unemployment in those with complex needs, and a 53% reduction of those on Job Seekers Allowance for more than 12 months
- A greater understanding of the increasing skills gap through a skills needs analysis, development of curricula plan with Lewisham and Southwark College, and cross partner and local authority development of a programme of specialist skills development (construction and English as a Second or Other Language (ESOL))
- Establishment of deep cross partner and cross local authority relationships, particularly with Lambeth and Southwark, but also with our colleagues in Central London boroughs, Central Government and the Greater London Authority (GLA).

4.3 The Work and Skills Strategy 2013 – 2015 set out how the Council and the Department for Work and Pensions (DWP) would work with partners to reduce the overall claimant count in Lewisham by 5 per cent from 9945 in April 2013 to 9476 in March 2014. This target was exceeded in 2014 (the number dropped to 7,390 a decrease of 26%) and the number stood at 5,560 (a decrease of 44%) in April 2015. The claimant count has of course been positively impacted by the improvement in economic conditions in London, and the decrease in Lewisham cannot be attributed solely to this strategy, but it should be noted that decreases in Lewisham are greater than similar Boroughs.

4.4 There is a similar trend with those who have been claiming for over 12 months with the figure dropping from 3,075 claimants in April 2013 to 2,245 in March 2015 and then further to 1,460 by April 2015. This represents a drop of 53% over a 2 year period however this figure is still above the London and national average and this will include some of our most vulnerable local residents.

4.5 A major focus for 2013-15 has been co-design of an employment programme for those with complex needs with Lewisham, Lambeth and Southwark (LLS) and the

South London Job Centre district. This work has been supported in its development by Transformation funding from the Department of Communities and Local Government (DCLG), and we have developed a three year programme of delivery based upon DCLG, council and JCP funding.

- 4.6 This employment work, praised by the Work and Pensions Select Committee in October 2015 as a model of how local integration of services could work, finished its first phase of operation in November 2015 and has achieved a success rate of 25% of participants entering employment. This can be compared to the Work Programme twelve month employment outcome rate of 11.9% with similar groups, this is a real achievement of local delivery.
- 4.7 The Lewisham, Lambeth and Southwark work built upon the Universal Services Delivered Locally pilot work that the councils have undertaken as part of the (DWP) testing framework, looking to identify the role local authorities in supporting vulnerable residents to transition to Universal Credit (UC) when it is introduced. A full evaluation of the pilot is being undertaken and the findings will feed into the final Universal Services Delivered Locally framework published by the DWP. The roll out for UC in Lewisham is expected to begin from early 2016.
- 4.8 English language skills are a key barrier to work in Lewisham. We secured DWP European Social Fund (ESF) money for a project aimed at those on benefits with English language difficulties. Understanding the Language of Work offered three strands of support – ESOL training, work placements and a pathfinder/ keyworker supporting each claimant. This programme has been very successful with 43% of the cohort of 54 finding employment. As a result, Job Centre Plus have given us Flexible Support Funding to deliver an additional programme in 2015/16.
- 4.9 We have run two projects targeted at groups we know have more challenges finding employment. One, *Families into Work* was based on a Future Jobs Fund model for members of families meeting the Troubled Families criteria. 24 individuals were successfully employed by the scheme, of these 21 sustained their employment for a period of at least 6 months allowing us to submit successful Troubled Families Outcome Claims to the Department of Communities and Local Government.
- 4.10 The *Over 50s Employment Support Fund* was modelled on the Youth Contract employer incentive offer. Employers who take on a Lewisham resident aged 50 or over may be eligible for a grant of up to £2,000 for each individual, which could be used for training and salary costs. The Fund supported 11 people who were each employed for at least 26 weeks over the course of 2 years. This scheme was impacted as at the time of delivery the over 50s were not a JCP priority group (they are now), and the changing nature of the labour market meant that non-standard employment contracts are increasingly common (zero hours, part time).
- 4.11 As London's labour market growth trends continue to cluster at the low and high skilled ends, the way that the council and its partners support our residents in achieving the skills they need to access jobs has become increasingly important. Skills are vital in developing our residents and enabling them to take advantage of the opportunities available in the challenging London Labour market. In 2013-15 we have continued developing our apprenticeship offer, created a new traineeship offer, and developed understanding of both the skills gap in London and the offer of our local FE and other skills providers. The council has a key role in shaping the skills market, and increasingly in London this will happen at a local level. Our

understanding of local skills gaps means that construction skills are a key focus of our work going forward.

- 4.12 The Lewisham Apprenticeship scheme is aimed at Lewisham residents aged 16-24 years old. It has employed a total of 145 apprentices between 2013 and 2015 which is up from 117 over the previous 2 years. However there was a noticeable drop in applications for the scheme in 2014/15 that has been attributed to the improving economic situation which has benefited those under 24. As a result we will be reviewing the eligibility criteria in the design of our new programme that is part funded by the European Social Fund.
- 4.13 We have attempted to stimulate the traineeship market in Lewisham. Traineeships are for young people who want to work, but who need extra help to gain an apprenticeship or job. Traineeships last from between six weeks to a maximum of six months with the content tailored to the individual needs, including work preparation; training including English and Maths support to help young people achieve the literacy and numeracy skills needed for the workplace; and a meaningful work experience placement which provides insight and experience of the world of work.
- 4.14 Locally we have run two models:
- a Programme Led Model which develops the NEET programme to incorporate English and Maths (with three cohorts per year of 15 young people)
 - an Employer Led Model (funded through the Skills Funding Agency) where employers lead the programme, and the Council brokers placements, and Adult Learning Lewisham (ALL) provide the training.
- Our success levels show how difficult it is to develop such schemes with 20 students starting traineeships in 2015, and 10 participants completing the employer led model with 50% moving into a job, an apprenticeship or into Higher Education. This compares to our Apprenticeship Programme success rate of 80% of participants getting into work. We will no longer run the Employer Led model but will work with other providers e.g. For Jimmy, Building Lives, Princes Trust, Street League, Capel Manor to publicise their programmes and help drive up referrals
- 4.15 Working with Lambeth and Southwark we have undertaken a skills mapping exercise to understand the gaps in skills delivery, and we are developing a programme of work focussed on improving skills required for employment and in work progression. Much of this work has focussed on construction skills with the Building Lives Construction Skills Centre opening in 2015. Working in partnership with Barking & Dagenham College the Building Lives Construction Skills Centre in Bellingham focuses on trades that are desperately needed by construction companies across London. The new Careership (enhanced traineeship) courses started on 5th October 2015.

5. Key learning from the 2013 – 2015 Work and Skills Strategy, and the changing labour market

5.1 Growth is creating new jobs but the labour market is changing, improving skills is the key

- 5.1.1. The number of unemployed residents has fallen sharply as London's economy has started to recover. This recovery has not benefited all residents and there are still a cohort of residents with complex needs that require help and support. The evidence

on the London Labour market shows an increasing hollowing with further drops off in intermediate skilled jobs and a growth in high and low skilled roles. This hourglass economy has profound implications for Lewisham residents and for London as an economic powerhouse.

- 5.1.2. For our residents, we need to ensure that they achieve the highest skill levels possible to enter the high skilled and professional roles on offer, and that they can access skills training whilst in work to ensure in work progression. As confidence returns and the number of job opportunities across London continues to rise, Lewisham needs an appropriately skilled labour force to compete for these opportunities. This is an area where we have seen some regression locally if we focus on the crude measure of those with qualifications equivalent to NVQ level 4 and above – this seems to have peaked at 56% of residents in 2012 and it has now dropped to 54%. Both these figures are above the London average but it should be noted that the trajectory of the London average continues to rise unlike the local figure.
- 5.1.3. These skills issues present a challenge to us across the partnership and especially to local training providers who currently provide a large quantity of entry level and level 1 and level 2 training courses, and to our local education services. This strategy is being published just before an area based review of Further Education Provision is carried out. The key aim of this review is to ensure that all providers in the local area are driving in the same direction, sharing data and systematically sharing best practice. Given the challenges presented by the raised participation age and the need to achieve higher skill levels to succeed in the changing jobs market FE providers are going to be very important in implementing this updated strategy and we will need to continue our high levels of engagement with partners in this area.
- 5.1.4. **A focus for the Work and Skills Strategy 2015-7 will be skills provision, skills gap mapping and upskilling to allow in work progression. A key skills gap we will address is construction skills**

5.2 Welfare reform continues to have a transformative and profound impact upon Lewisham residents

- 5.2.1 Universal Credit is currently due to roll out starting in December 2016 in Lewisham. The introduction of Universal credit changes the whole approach of in and out of work benefits. The reductions in the funding in the system, announced at Comprehensive Spending Review 2015, and the implementation issues means that our involvement in the system will be increasingly important to attempt to minimise the impact on our residents. Some of the welfare reform changes such as the reduction of the introduction of the benefit cap have a serious impact on some in our communities and access to work and increasing hours of work will be a primary means to alleviate the impact.
- 5.2.2 Key learning from our work in the 2013-15 strategy has been that the referral points are the key time when employability services can fail. Getting a claimant from the point when they are making a claim to ensuring that they get the right intervention at the right time is difficult. Ensuring that referrals and access into services are seamless and joined up from the customer point of view means that as a council we need to work with JCP and the voluntary sector to ensure that access and gateway points are seamless.

- 5.2.3 Welfare Reform will continue to impact and we need to be joined up in delivery - with the introduction of Universal Credit work will still be the most effective way out of poverty. The welfare system is in a state of perpetual flux and this is likely to remain the case. This presents a challenge to local employment and skills support providers and residents who need to aim for longer working hours and higher skilled roles. It also means that Housing Associations in particular have to look at in work progression to ensure their residents are able to earn enough to cover their rent.
- 5.2.4 A key role for the council is as an employer in the Borough. We are a Living Wage employer and are leading figures in encouraging employers in the Borough to follow suit and pay the London Living Wage. Our residents financial resilience will be improved if we can encourage more employers to pay the Living Wage, and the increasing hourglass economy means that upskilling of residents to ensure that they can access higher paid roles is going to be crucial in improving financial wellbeing.
- 5.2.5 **A focus of the Work and Skills Strategy will be to ensure that employability support is available for those impacted by welfare reform, and that we continue to focus on encouraging employers to pay the London Living Wage in the Borough.**
- 5.3 **Regeneration and development in the Borough is being driven by growth and is creating growth in the Borough but the benefits need to be shared**
- 5.3.1 Regeneration and private investment is happening in Lewisham, and will create local jobs not only in the development phase but in the development of new commercial space. We want good relationships with developers and private enterprise to encourage greater investment in our borough as this investment can deliver benefits to our residents through jobs and economic development. Our local labour and business scheme works with developers to ensure that local residents get into construction jobs, and that local employers recruit locally.
- 5.3.2 Through our planning system, provision has been made for 17,100 new homes and at least 66,000 m² of additional retail and leisure space. This will see economic growth that will provide opportunities for local residents and population growth that will increase the competitiveness of the local jobs market.
- 5.3.3 We have undertaken detailed mapping of the level of construction across Lewisham, Lambeth and Southwark to support the work we intend to do in relation to supporting the development of construction skills and getting local residents qualified to take up construction roles. It shows that nearly £2bn of construction activity and a high demand for specific construction roles over the next 5 years, see the graph below.
- 5.3.4 **This work and skills strategy needs to continue to focus on how Lewisham and our partners can work together to enable our residents to take advantage of the opportunities that come with this growth. Construction jobs and skills will be a clear focus in the next strategy.**
- 5.4 **Focussing on complex needs and real needs of individuals is more effective and efficient than targeting specific cohorts**
- 5.4.1 The updated strategy does not focus on any particular groups of residents but we want to provide a flexible support service to all residents who have complex needs.

This approach was endorsed by the Work and Pensions Select Committee in their enquiry into the next phase of the Work Programme in 2015.

- 5.4.2 The over 50s cohort has proved very difficult and it has not been a priority for Job Centre Plus through the life of this strategy. Experience has shown that high numbers of this cohort have skill levels that are either too low or too high for the jobs on offer and there are particular issues around digital skills. It is likely that we will have more success with this cohort in the next two years as our local JCP has now identified over 50s as a priority group and we will continue to work with the over 50s through projects such as Pathways to Employment.
- 5.4.3 The recruitment issues being experienced by the apprenticeship programme are a reflection of the improving jobs market. Very small number of under 24s are on the unemployment register, and those that are have particular complex needs. We are currently reviewing the Apprenticeship programme to deal with the needs of the under 24s remaining on the register, and explore apprenticeships for over 24s, many of whom will have complex needs.
- 5.4.4 In the design of new programmes and policies we need to focus on the characteristics of need rather than specific programmes for particular groups. In order to support identification of need we need to work with JCP to develop an entry point into employment services and this will be a focus of the Pathways to employment second phase, ensuring effective triage to ensure people get effective support at the right at the right time.**

6. Work and Skills Strategy 2015 – 2017

- 6.1 A draft work and skills strategy for 2015 – 2017 has been attached to this report as appendix Two.
- 6.2 The updated strategy includes an update of the evidence provided in the 2013 – 15 strategy and a number of actions under the following 6 headings:
- Develop strong partnerships across all sectors
 - Develop improved labour market intelligence
 - Maximise social value opportunities with employers and enterprise
 - Improving local skills training to equip adults for work opportunities
 - Deliver employment support for those with the most complex needs
 - Encourage residents in employment to progress
- 6.3 These actions will help build on the progress achieved through the 2013 – 15 Strategy while seeking to build on the opportunities provided by local growth and development. This strategy seeks to ensure that all our residents are equipped to take advantage of these opportunities.

7. Legal Implications

- 7.1 Under S1 of the Localism Act 2011 the Council has a general power of competence to do anything which an individual may do unless it is expressly prohibited.
- 7.2 The Equality Act 2010 (the Act) introduced a new public sector equality duty (the equality duty or the duty). It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 7.3 In summary, the Council must, in the exercise of its functions, have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- advance equality of opportunity between people who share a protected characteristic and those who do not.
- foster good relations between people who share a protected characteristic and those who do not.

7.4 The duty continues to be a “have regard duty”, and the weight to be attached to it is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. It is not an absolute requirement to eliminate unlawful discrimination, advance equality of opportunity or foster good relations.

7.5 The Equality and Human Rights Commission has recently issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled “Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice”. The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at:

7.6 The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:

1. The essential guide to the public sector equality duty
2. Meeting the equality duty in policy and decision-making
3. Engagement and the equality duty
4. Equality objectives and the equality duty
5. Equality information and the equality duty

7.7 The essential guide provides an overview of the equality duty requirements including the general equality duty, the specific duties and who they apply to. It covers what public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice. Further information and resources are available at: <http://www.equalityhumanrights.com/advice-and-guidance/public-sector-equality-duty/guidance-on-the-equality-duty/>

8. Financial Implications

8.1 The projects outlined in section 6 of this report are being funded from the existing Revenue Budget or by the named partners. It is intended that the 2015-17 Work and Skills Strategy will also be funded in this way.

8.2 Where appropriate and possible, additional funding will be sought from the European Social Fund, the Job Centre’s Flexible Support Fund or other grant funding sources to implement the aims of the strategy.

9. Crime and Disorder Implications

9.1 There are no direct crime and disorder implications arising from this report.

10. Environmental Implications

10.1 There are no immediate environmental implications arising from this report.

11. Equalities Implications

11.1 Our vision and ambition for our borough is that:

“Together we will make Lewisham the best place in London to live work and learn.”

This is underpinned by hard-edged principles for:

- **reducing inequality** – narrowing the gap in outcomes for citizens
- **delivering together efficiently, effectively and equitably** - ensuring that all citizens have appropriate access to and choice of high quality local services

11.2 The Council's Comprehensive Equality Scheme (CES) for 2012-16 provides an overarching framework and focus for the Council's work on equalities and helps ensure compliance with the Equality Act 2010.

11.3 The Council equality objectives through the CES include:

- **improve access to services;** take reasonable steps to ensure that services are inclusive; esponsive to risk; physically accessible and provided through the most efficient and effective channels available.
- **close the gap in outcomes for citizens;** take reasonable steps to improve life chances for citizens by reducing outcome gaps that may exist within the borough as well as those that may exist between the borough and elsewhere.
- **increase participation and engagement.** take reasonable steps to remove barriers that may exist to engagement and help residents (especially those who are under-represented) to participate in local decision making and influence local decisions.

11.4 The strategy addresses the Council's equality objectives as it includes measures to improve access to services for our most vulnerable residents particularly through the implementation of the Local Services Support Framework. The core aim of the strategy is to provide a framework for DWP/the Council and other partners to work to reduce the number of residents on the JSA register, this supports our equality objectives as increased number of residents will participating in work related activity.

12. Background Papers

Short Title of Document	Date	File Location	Contact Officer
Mayor's Annual Report, 2013	20 th March 2013	Online at: http://councilmeetings.lewisham.gov.uk/documents/s23617/Work%20and%20Skills%20Strategy%20Appendix.pdf	Fenella Beckman

12.1 If you would like further information on this report please contact Robyn Fairman, Head of Strategy, on 020 314 6635.

Appendix One – **Projects developed from the 2013 – 15 Work and Skills strategy**

Project Title	Pathways to Employment (Lambeth, Lewisham and Southwark Partnership)
Summary	<i>Pathways to Employment</i> has been co-designed with residents and with Jobcentre Plus to test an integrated work and skills system with a single pathway for claimants with complex barriers to employment, by taking an individual from their universal credit/welfare application to employment using a key worker approach. The pilot focuses on the most complex cases, working with people who face multiple barriers to employment. It is currently being delivered across Lambeth, Lewisham and Southwark by the employment charity Tomorrow's People.
Results	As of 30 th November the pilot has registered 455 individuals and secured employment for 110 with 9 jobs due to start over the next month. Outcomes to date from Phase 1 - Referred: 675 - Starts on pilot: 455 - Jobs awaiting start (pipeline): 9 - Job starts: 110
Next Steps	An extended and redesigned phase of <i>Pathways to Employment</i> is currently being commissioned. This will use Transformation Challenge Award funding and European Social Fund match funding totalling £2m. To manage this and other work and skills projects over the tri-borough area, Lewisham, Lambeth and Southwark have set up a joint committee.

Project Title	Lewisham Apprenticeship Scheme
Summary	The Programme offers apprenticeship opportunities for Lewisham residents aged 16-24, a recruitment support service for employers and on-going support for apprentices and employers during the apprenticeship e.g. liaising with training providers, mentoring and pre-employment support at the end of the placement. Vacancies are advertised internally within the Council and across partner organisations including voluntary and community sector organisations. Vacancies are paid at National Minimum Wage (21 and over rate) or higher depending on employer.
Results	The Lewisham Apprenticeship programme employed a total of 145 apprentices in the period 2013 – 2015 which is up from 117 over the previous 2 years. However there was a noticeable drop in applications for the scheme in 2014/15 that has been attributed to the improving economic situation which has benefited those under 24, and we will be reviewing the eligibility criteria in the design of our new programme that is part funded by the European Social Fund
Next Steps	The apprenticeship scheme will be reviewed under the updated Work and Skills Strategy

Project Title	Lewisham Traineeship Scheme
Summary	<p>Lewisham are running 2 models of traineeships:</p> <p><i>Programme Led Model</i></p> <p>The programme led model develops the NEET programme to incorporate English and Maths. The programme runs over 12 weeks covering employability, team building and includes a number of professional qualifications such as Food Hygiene, First Aid and Health and Safety. Each participant concludes with a four week work placement. This scheme has 3 cohorts of 15 learners per year.</p> <p><i>Employer Led Model</i></p> <p>10 young people attended the 12 week traineeship programme in English, maths and employability. The employability element was accredited at level 1 together with 200 hours of work experience offered for each learner leading to a guaranteed interview and potential job at the end of the programme. The programme was structured so the learners attended 3 days training and 2 days work experience weekly with a full week work placement during the half term week. A reward scheme was offered to aid retention through an incentive of high street vouchers.</p>
Results	All 5 out of the 10 participants completed the employer led model and they all progressed into a job, an apprenticeship or into Higher Education.
Next Steps	The traineeship offer will be reviewed as per main report.

Project Title	Building Lives Construction Skills Centre
Summary	<p>Working in partnership with Barking & Dagenham College the Building Lives Construction Skills Centre in Bellingham focuses on trades that are desperately needed by construction companies across London. On the Careership Programme participants get the following offer:</p> <ul style="list-style-type: none"> - Working towards a Level 2 Diploma in either Dry-lining or Painting & Decorating - Functional skills (English & Maths) - Regular mentoring and one2one support from Building Lives staff - Self-employment workshops - Full PPE - Budget & Finance Workshops - Work experience in your chosen trade - CSCS training, testing and CSCS card obtainment - The opportunity to progress onto a paid apprenticeship and completion of a Level 2 Diploma
Results	The Centre opened in January 2015 offering Level 1 Multi-skills Traineeships. A total of 68 people took part in the programme.
Next Steps	The new Careership Programme offering Level 2 Diplomas in Dryling and Painting and Decorating started on 5th October 2015 with 39 young people enrolled on the programme.

Project Title	Understanding the Language of Work
Summary	Understanding the Language of Work provides a targeted cohort with three strands of support: - Work specific English for Speakers of Other Languages (ESOL) courses that focus on the type of English that is actually needed for work. - Work experience placements to get the cohort used to the work environment and ready for employment. - Crucially, 1 pathfinder allocated per cohort of 12 to provide 1-to-1 support for up to 5 months after the ESOL course to help the person into work. This support is holistic in its approach and individually adapted to the client's specific needs
Results	Phase One has now ended. Out of the 54 participants, 23 progressed into sustained employment. The remaining participants all had the opportunity to undertake work experience and are continuing to receive support to access employment from the pathfinders.
Next Steps	ESF and FSF money has been sourced and an ESOL offer will continue across the borough

Project Title	Families into Work
Summary	Creation of 25 x 6 month jobs paid at London Living Wage, specifically for members of families meeting the Troubled Families criteria.
Results	24 individuals were successfully employed by the scheme, of these 21 sustained their employment for a period of at least 6 months allowing us to submit successful Troubled Families Claims to the Department of Communities and Local Government.
Next Steps	Troubled Families funding has been cut and the remainder has been dedicated to Early Intervention services locally so this project will not continue.

Project Title	Troubled Families Phase 1 Programme
Summary	The Troubled Families Programme was launched by the Coalition Government in April 2012 with the aim of turning around the lives of 120,000 Troubled Families by 2015. To be eligible for help under the Troubled Families Programme, families had to meet three of the four criteria below: <ul style="list-style-type: none"> • Families who are involved in youth crime or anti-social behaviour • Families who have children who are regularly truanting or not in school • Families who have an adult on out of work benefits • Families who cause high costs to the taxpayer Local authorities could claim a Payment by Results (PbR) payment of up to £4,000 per family on the production of evidence of an outcome against all of these criteria or by getting an adult from the family back into full time work. Lewisham was given a local target of working with, and turning around, 910 families through phase 1 of the programme
Results	We achieved 100% of the 910 target by May 2015 resulting in an income of £2,809,100 for Lewisham. This was achieved working

	across our early help and early intervention services, working with our partners especially housing providers, the Police and the health service.
Next Steps	The Government's expanded Troubled Families Programme started on 1 st January 2015 and continues to support vulnerable residents locally.

Project Title	Over 50s Employment Support Fund
Summary	Officers worked with Jobcentre Plus to create an Over 50s Employment Support Fund for employers who recruit a Lewisham resident aged 50 or over who has been receiving Jobseekers' Allowance and is not on the Work Programme. Employers who take on a Lewisham resident aged 50 or over may be eligible for a grant of up to £2,000 for each individual, which could be used for training and salary costs.
Results	The Fund supported 11 people for the full 26 weeks over the course of 2 years.
Next Steps	This programme continues locally but we are also looking at other options for supporting over 50s.

Project Title	European Social Fund Families with Multiple Disadvantage
Summary	<p>The ESF Families programme launched in December 2011 ran until March 2015. It was designed to support disadvantaged families, facing multiple barriers to work, to move closer towards and into sustainable employment. In London Reed in Partnership delivered the programme in the East London contract package areas. It was a voluntary programme, with referrals coming from local authorities or Reed.</p> <p>Provision was open to any member of a family where one member of that family (not necessarily the programme participant) was on a working age benefit. The family of which they are a member must also be regarded as facing multiple problems (i.e. eligible for the Troubled Families Programme). The ESF Families programme operates on a Payment by Results basis, with payment triggers falling into two main categories:</p> <p>Progress was measured against a participant completing a specific, agreed activity to assist the individual or family to resolve or overcome particular problems (often relating to housing, managing money and debt, family communications and skills for work). Full job outcomes were due to be paid after 26 weeks' work (for a JSA claimant) or 13 weeks (for other benefit claimants).</p>
Results	There were a number of problems with the Reed contract and subcontracts that resulted in this provision not getting started in this area despite the efforts of Officers. The employment support through the Government's Troubled Families programme was delivered by a Troubled Families Employment Advisor seconded from Job Centre Plus.
Next Steps	This programme has now ended but there is likely to be further ESF funding for a Troubled Families project in the future.