

Work and Skills Strategy 2016-2018 – Update March 2018

Priority 1: Develop strong partnerships across all sectors

No.	Action	Owner	Update on Progress
1	Work with Lambeth and Southwark to further develop a focused employment support offer for our residents.	LBL	<p>The Better Placed Partnership between Lambeth, Lewisham and Southwark Councils with Jobcentre Plus commission Pathways to Employment. Pathways offers personalised 1:1 employment support for residents with complex barriers to work – such as mental health, housing, debt issues and criminal records. Pathways to Employment (PtE) offers person centred employment support to Lambeth, Lewisham and Southwark residents to ensure that those with complex needs do not end becoming, or staying long-term unemployed and cycling in and out of different employment support programmes. Pathways has been delivered in two phases. Phase 1 was a pilot from October 2014 to October 2015. Phase 2 is an expansion of phase 1 and which started in May 2016 and will run for two years. The programme is delivered in partnership with Jobcentre Plus (JCP) and runs out of one Jobcentre in each of the three boroughs (Lewisham, Streatham and Peckham). The three boroughs with JCP have designed a triage tool which recognises that those with complex needs require support with a broad range of issues if they are to get back into work. Using the key worker model, the individual has a single point of contact who works with them to address the individual’s barriers to work, including acquiring new skills or upskilling, housing, debt, family, childcare as well as other more specific barriers to work, and set them on a pathway to employment. Participation on the programme is entirely voluntary.</p> <p>So far the programme has supported 335 residents into work across the three boroughs with 155 sustaining work for six months. Of which in Lewisham 114 residents have been supported into work and 61 have sustained work for six months.</p> <p>One of the objectives of the Tri-borough NHB/GLA funded Transforming Construction Skills project was to establish the Southwark Skills Centre. The centre, based on the Elephant Park regeneration site, commenced delivery in June 2016 and has supported residents, from all three boroughs through construction training. To date a total of 81 Lewisham residents have been through their pre-employability programme, 27 has secured jobs and 10 have started apprenticeships.</p>

No.	Action	Owner	Update on Progress
2	<p>Work with Lewisham and Southwark College, local colleges, local schools and all local training providers to further develop a work focused skills offer for our residents. This is particularly relevant for the Areas Based Review of post 16 provision.</p>	<p>LBL, Lewisham and Southwark College and local training providers</p>	<p>LBL has continued to work closely with Lewisham Southwark College on their curriculum design and we have continued to be involved in developing the offer from the College to residents for both 14-19 and post 19 provision.</p> <p>Lewisham was involved in the Area review of post 16 provision, both through the London wide review of Adult and Community learning and the Central London region area review process chaired by Cllr Peter John. The area review process was a DfE run process and focussed exclusively on the financial position of Colleges, recommending a number of mergers for Colleges across London and beyond. Lewisham Southwark College has now merged with the Newcastle College Group</p> <p>Following a procurement process, work to deliver some of the services provided by the Lewisham Construction Hub was awarded to a consortium led by the College. The Hub is physically located within the Deptford campus and accessible from the street. It is therefore easily accessible for our residents who can walk in to find out about apprenticeship, work experience and skills training opportunities on the developments taking place within the borough and more wider in the construction sector.</p>
3	<p>Build on existing links with Job Centre Plus to ensure support for local residents is aligned, opportunities are shared and any gaps are quickly identified and acted upon.</p>	<p>LBL and JCP</p>	<p>LBL and Jobcentre Plus have continued to work closely together to support residents gain skills and training and to access employment opportunities. The Economy and Partnerships Service and the Partnership Manager and senior officers at JCP continue to have discussions about priorities when commissioning or introducing new programmes. We both try to ensure that anything we commission directly is complimentary to the Pathways Programme and other existing programmes funded by JCP through Flexible Support Fund and does not replicate or detract from it. When gaps are identified, the E+P service has worked with JCP to secure funding mainly through Community Budgets or Flexible Support Funding for programmes eg, the homelessness trailblazer pilot, Circle Collective working with young people out of a shop unit in Lewisham Shopping centre and the For Jimmy Disability Pilot where young people with disabilities are trained in their Café and then supported into work.</p> <p>The Disability Confidence & Transition strategy group set up by Adult Learning Lewisham in partnership with the Economy and Partnerships service and JCP brings together services across the council to create pathways for residents with a learning disability, or health condition, into employment and away from social care or benefits. This strategy group proposed the creation of a role, funded initially by ALL (applying for funding elsewhere) to co-ordinate this project over the next two years. JCP have now appointed a Community Manager to take on this role. This work will be ongoing.</p>

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			<p>JCP continue to attend the half termly Participation and Engagement Strategy meeting and support the 14-19 Team to ensure that opportunities are shared to support Lewisham young people especially those who are in alternative education.</p> <p>The Council and JCP have continued to have mini pop up job fairs and events for employers with a number of vacancies. These now tend to be sector based and held within JCP or at external sites eg shopping centre, at the Green Man etc.</p> <p>Finally, JCP and the Local Labour and Business Scheme team (LLBS) have worked over the years to deliver training programmes to support residents gain specific skills needed for working in construction. In 2016, 23 participants (2 cohorts) successfully completed a portfolio of construction training including Level 1 H&S in the Construction, First Aid, Fire Marshal and Construction Plant Certification Scheme training. 23 completed work experience and were interviewed. 6 residents secured paid employment.</p> <p>In 2017, 9 programme participants successfully completed security training, obtaining a SIA Door Supervisor License. 8 went on to undertake the work experience stage with all 8 moving onto interview. 5 residents secured jobs. CIS Security partnered with us to deliver this programme. More recently the FIS Drylining training programme kicked off on 26th February 2018 with 11 participants on the programme. JCP work collaboratively with LLBS to recruit programme participants and support them through every stage of the training.</p>
4	Continue links with London Councils, Central London Forward and other pan-London agencies to ensure that Lewisham residents have access to the best possible opportunities around work and skills.	LBL	Lambeth, Lewisham and Southwark Councils through the Better Placed partnership have worked closely with Central London Forward to develop the Work and Health Programme, which went live on the 1 st March 2018. Learning from the three boroughs' Pathways to Employment programme has shaped the design of the Work and Health Programme. The boroughs regularly share learning with agencies and partners to shape the sector.
5	Strengthen links with the Skills Funding Agency and other national bodies to ensure we are at the forefront of changes and funding opportunities.	LBL	Lewisham has been a part of two significant changes to Skills in London: the recommendations of the Area Review, and the Devolution of skills to the GLA. Over the past 12 months LBL staff have sat on the Central London steering group for the Area Reviews. Lewisham is in a position to influence the Devolution agenda through links within Central London Forward, and through participation in the GLA Vision Events.

No.	Action	Owner	Update on Progress
6	Develop links with Housing Partners to ensure there is a co-ordinated approach to Work and Skills in the Borough.	LBL and Housing Partners	<p>The Council works closely with the community development and employment support teams for all housing partners operating in the borough on the delivery of a range of employability support for our residents/tenants. The Council is represented on the Phoenix Employment Board and on the Lewisham Homes Community Development Officer Group and we work through these strategic multi agency groups to develop initiatives such as the Barnados Future Place centre in Bellingham, working to create apprenticeship and work experience opportunities with housing partners and within their supply chain as well as creating traineeships for looked after children.</p> <p>Lewisham Homes are working on a funding bid in collaboration with Phoenix and LBL to improve the digital skills of those looking for work. Lewisham Homes is also continuing to develop links with Family Mosaic, and are collaborating with community groups to develop localised support/ signposting.</p> <p>Finally, both Lewisham Homes and Phoenix Community Housing refer tenants to Love London Working. "Love London Working" is an ESF three year London wide programme led by the Clarion Housing Group in partnership with 15 other housing associations. Hyde Housing are the lead for the Love London Working programme in Lewisham. So far 222 Lewisham residents have been supported. From the supported we have 91 positive hard outcomes: 28 people into training; 24 people moving closer to the jobs market (job search outcome by third party); 4 individuals gaining accreditation; 35 securing jobs. Love Lewisham Working can be accessed from Forest Hill JCP, Lewisham Library, Phoenix Housing</p>
7	Strengthen links with employment support providers and work programme providers.	LBL	<p>The Council facilitates the "Lewisham Service Providers Forum" (LSPF) which brings together employment support providers. The Forum will be re-launched early in 2018/19 and will include the Ingeus – the Work and Health provider and their supply chain. The Council has a page on the website promoting the LSPF and the key services that residents can access from each provider across the borough. Providers get an opportunity to receive information about new policy developments from DWP (through JCP), funding opportunities from GLA, National Lottery and others as well as keeping up to date on Council and DWP priorities on work and skills.</p> <p>The Council works closely with other big pre-employment support providers such as G4S and others on programmes such as the ESF Families with Multiple Disadvantage, ESF Looked After Children and so on.</p>

No.	Action	Owner	Update on Progress
8	Work with LB Lewisham to provide specialist NEET advice with the Youth Service.	JCP	Following the changes to the Youth Service, the Council's Baseline Service work closely with JCP to ensure specialist advice is offered to NEETs or young people at risk of being NEET. The services take part in case conferencing meetings in addition to liaison meetings held between young people advisors from JCP and staff at Baseline.
9	Develop links with the National Careers Service to support work with residents aged 50 and over.	JCP	<p>Jobcentre Plus now work with Renaisi who have a contract with them to support Fifty Plus residents get back to work. This work is on-going.</p> <p>In addition Pathways to Employment programme has helped 143 clients who are 50+ in Lewisham out of a total cohort of 365. Therefore, 39% of the cohort are 50+. The programme as a whole (across the three boroughs) has worked with 365 residents who are 50+ out of a total cohort of 1007. Therefore, 36% of the cohort are 50+ across the three boroughs.</p>
10	Work closely with Pathways to Employment to ensure vulnerable residents are receiving appropriate support.	JCP	At the heart of the Pathways programme is the aim to ensure vulnerable residents through their key worker can access a range of support and that the support is integrated. The team at JCP has been working closely with Lewisham (and the other two) Councils to ensure that support on a range of issues – such as housing – from both the Council and wider partners including the voluntary and community sector is joined up and Pathways keyworkers are able aware of the support available and are able to access it. In addition, JCP have regular meetings with the Better Placed Programme Manager, this is because the individual remains a client of JCP whilst they are with Pathways.
11	Develop links with Adult Learning Lewisham to deliver ESOL provision.	JCP	<p>Through its Flexible Support Fund JCP and the Economy and Partnerships Service continued to support the Understanding The Language of Work programme delivered by ALL (connecting ESOL with work, and coming off JSA/ESA).</p> <p>In addition the adult learning service offers the full range of learning from Pre-entry to level 2 in ESOL and is also offering support classes for learners who wish to progress into childcare including portfolio development. The adult learning service is also piloting for 2017-18:- Preparation for British citizenship – GESE [sic] exam Preparation for ISE I exam for private hire drivers</p> <p>JCP work with a range of providers including Adult learning, Lewisham and Southwark College, Twin and Elevate (through Groundwork) to provide a variety of programmes to support ESOL.</p>

Priority 2: Develop improved labour market intelligence

No.	Action	Owner	Update on Progress
12	Working with partners in Job Centre Plus and across central government to ensure Lewisham are offering the best possible support to residents who are going to be affected by continuing Welfare Reform.	LBL and JCP	<p>JCP, the Council and housing partners work closely together on initiatives to support residents who are affected by Welfare Reform – Benefit Capped and those receiving DHP. The kind of initiatives include:-</p> <ul style="list-style-type: none"> • Holding job fairs where employers with vacancies are able meet with these residents • JCP continue to provide work coaches to the supported families programmes • Working with JCP to provide training and advice sessions for organisations supporting our residents on the changes that are coming on stream especially the introduction of Universal Credit. There will be more of this in the coming months (May-June 2018) as we prepare for full service • JCP is working with the local authority benefits services on the Universal Credit live service, and supporting the preparations for the transition to Full service in July 2018. <p>Lewisham Council have been funded by the MHCLG as part of the national Trailblazer Programme to devise and validate early upstream interventions to prevent homelessness, informed by the use of data. Work on developing the programme started during 2017, the programme is now in its first year and will run until 2010. It aims to:</p> <ul style="list-style-type: none"> • Embed homeless prevention across council services and external partners • Develop a deeper understanding of the triggers and early signs of housing need • Use cross departmental data to identify households at risk of homelessness • Target a range of homeless prevention support interventions to households at risk of homelessness an earlier point • Refine future homeless prevention interventions based on feedback, learning and experience <p>As part of the Trailblazer the borough is working with DWP, who are jointly funding with the Trailblazer 2 x Employment Advisers for a 12 month pilot. It is envisaged that the Employment Advisers will undertake the following activities:</p> <ul style="list-style-type: none"> • An initial assessment including target setting and further meetings as required. • Production of tailored support plan around getting back into work/increasing employment opportunities, drawn up in conjunction with the Council's Housing Options service and/or Housing Benefit Support Team. • Careers advice. • Support to access relevant vocational training schemes.

No.	Action	Owner	Update on Progress
			<ul style="list-style-type: none"> • Support with writing & updating CV's. • Support around accessing childcare & employment benefits. • Interview skills and building confidence in order to access the jobs market. <p>The clients will fall into 2 categories – 60 who are benefit capped and living in the private rented sector or in temporary accommodation with a view to coming off DHP. An additional 300 who are homeless or threatened with homelessness whereby gaining appropriate employment or undertaking the steps to gain employment will result in an increase in the housing options available.</p> <p>The KPIs are as follows:</p> <ul style="list-style-type: none"> • 360 clients over the course of one year to receive information advice & guidance around employment & further education. • 40 benefit capped clients to secure an employment contract leading to coming off DHP. • 20 benefit capped clients to participate in vocational or upskilling training that will lead to employment. • 150 clients (out of the 300) to gain employment or increase employment hours and earnings as an outcome of their employment plan • 160 (not on DHP) into courses/work experience/placements
13	Lewisham Housing Association Group (LEWHAG) to lead on information sharing across the Housing Partnership.	Lewisham Housing Association Group (LEWHAG)	The Council continues to engage housing partners directly on the initiatives that we are delivering or where we are seeking input from them as partners. This will also continue to be facilitated through the Lewisham Services Providers Forum when that is refreshed in 18/19.
14	Transforming Construction Skills (TCS) – Develop an intelligence product – prediction of labour demand on sites, and the requisite skills needs as part of the command centre capable of providing construction related skills demand and training delivery data on an on-going basis.	LBL	<p>Using the London Development Database, the LBL Strategic Housing Land Availability Assessment along with feedback from housing partners and development partners, a development/construction activity forecast was produced in 2015. This data was then entered into the CITB labour forecasting tool. The output forecasted an anticipated development investment into the borough of almost £2bn to 2025. The labour forecast indicated that the top 3 in demand trades would be wood trades and interior fit-out, bricklaying and external envelope.</p> <p>The Lewisham Construction Hub (command centre) commenced delivery in earnest in October 2017. A revised labour forecast exercise will commence in 2018/19.</p>

No.	Action	Owner	Update on Progress
15	Provide at least annual updates on business data and intelligence in Lewisham and London wide	LBL	<p>The Council has continued with ongoing engagement with start-ups and SMEs in general for on the ground intelligence and to share insights they may require to identify opportunities for growth. This has been, and will be, supplemented with the commissioning of sector-specific (e.g. Creative & Digital Industry), local businesses, and local economic assessment; in order to provide robust evidence-base and refresh business data or economic intelligence, as and when required. This will be alongside, London wide business data and intelligence provided via GLA.</p>
16	Maintain business directory of local companies employing over five employees.	LBL	<p>The Economy & Partnerships team currently maintains a business directory of all local companies in Lewisham. This intelligence is used to support funding bids for regeneration and business investments in specific locations, engaging with specific sectors on business growth initiatives, sharing information on current support services.</p> <p>As both the current business directory and the NNDR (Business Rates) list are limited in terms of ability to contact businesses the Economy & Partnerships service are looking at options for purchasing an 'independent' business directory that will enable us to contact Lewisham businesses for other purposes such as sectoral analysis, business and workforce surveys and to alert businesses directly of events and workshops that they may be interested in attending.</p> <p>Officers have received presentations about:</p> <ul style="list-style-type: none"> • Fame database at the City Business Library at the Guildhall (17/01/18) • Bank Search & Dedicated to Growth online presentation (26/01/18) • Mint UK presentation scheduled 09/03/18 <p>A decision as to the most appropriate and cost effective database will follow this.</p>
17	Develop and refine the job alerts system that targets residents and partners.	LBL	<p>There are two Local Labour and Business Scheme job alert registers. One which targets those residents and partners which have an interest in work and training in the construction industry and the other which features jobs in all other non-construction related sectors. Over the three years, 2015-2018, an average of 239 jobs per year have been advertised via the LLBS job alert system. The number of jobs advertised have increased significantly due to the large pan-London infrastructure projects commencing in this period, such as Thames Tideway and Crossrail.</p> <p>Now that the Lewisham Construction Hub (LCH) is up and running, the construction based LLBS job alert system will be incorporated into the LCH Jobs Portal. The portal will give LBL the ability to track Lewisham residents into construction jobs whether within or outside the borough boundaries.</p>

No.	Action	Owner	Update on Progress
18	Sharing and promoting quality job opportunities in partner organisations with residents.	Housing Associations	<p>As outlined above, quality job opportunities are shared and promoted through the Lewisham Service Provider Forum and through the Council and LLBS job alerts board. In addition, the Council works with partners to identify apprenticeship opportunities for our residents and these opportunities are promoted through JCPs, through Job Fairs, and new media eg Tweets.</p> <p>Phoenix Community Housing hosted a Job Fair in July with Clarion Housing Group and Hyde 140. More recently JCP, LBL and Phoenix held a job fair targeted at residents who are interested in working in Care Sector on 28th February at the Green Man. The outcomes from the Fair are being analysed.</p> <p>Following the publication of the final report of the Lewisham Poverty Commission, the Anchor Organisations are working together to develop a "Lewisham Deal" which will include a commitment for job vacancies across the anchor organisations to be proactively promoted on all platforms to a wide audience.</p>
19	Work with the FE colleges to share labour market intelligence, and destination data to better shape curricula.	Lewisham & Southwark College and other local FE providers	We share labour market intelligence with Lewisham Southwark College on a regular basis, and have been involved in the past in curriculum design at the College. However more recently there have been changes at the senior management level at the College which has slowed progress on this. We hope to continue this work once the new management team are in place.

Priority 3: Further develop supporting links to employers and enterprise

No.	Action	Owner	Update on Progress
20	Continue to use the procurement supply chain and the opportunities on offer through the enterprise hub to leverage employment and apprenticeship opportunities.	LBL and Housing Associations	<p>LLBS provided input into a number of procurement exercises undertaken by other Council services. This included proposing method statement questions and social value targets on things like apprenticeships and engaging local businesses. These targets were then embedded in the contract procurement documents for contracts that included;</p> <ol style="list-style-type: none"> 1. Highways term maintenance 2. Highways and Footway Resurfacing 3. Coulgate Street 4. Dacre Park 5. Woodvale

No.	Action	Owner	Update on Progress
			<ol style="list-style-type: none"> 6. Addey and Stanhope 7. Ashmead 8. Schools Catering 9. Corporate FM 10. Security 11. Cleaning 12. Fusion Lifestyle <p>Although not captured during procurement or embedded in contract, we have worked closely with the schools PFI partner to secure apprenticeship opportunities for our residents.</p> <p>Social value is a core part of all procurement in the Council. The Council has produced a Best Practice Social Review Report that makes further recommendations to improve the application, monitoring and promotion of Social Value to leverage local good employment and apprenticeship. The Council is leading a partnership with other anchor public sector organisations in Lewisham as part of “Leading Places” to leverage their collective procurement power to maximise opportunities for employment and apprenticeships . The Council is looking to include Social value in all contracts over £50,000 to become a leading place. This work builds on the Lewisham Poverty Commission recommendations for partnership work.</p> <p>The Council continue to encourage SMEs via our support programmes, investment bids, and events to provide good local jobs (offering London Living Wage) and apprenticeship opportunities.</p>
21	Work with the Local Labour and Business Scheme to develop links with employers across all sectors – particularly in the construction industry.	LBL	<p>Through the many development projects and using S106 obligations as a tool the LLBS is and continues to work with key developers/employers in the borough to deliver benefits to local residents. Our partners include those with projects both in and outside the borough;</p> <ol style="list-style-type: none"> 1. Sisk 2. Anthology 3. Muse 4. VolkerFitzpatrick 5. Ardmore 6. Keepmoat 7. Family Mosaic 8. L&Q 9. Hill Partnership

No.	Action	Owner	Update on Progress
			<p>10. Babcocks/Kier 11. Bellway 12. Crest Nicholson 13. Beamridge 14. Oak 15. JB Riney 16. Elm 17. Mid Group 18. Kier 19. CIS Security 20. Barratt London 21. Thames Tideway 22. Crossrail 23. JBT 24. HSS Hire</p> <p>We have advertised jobs to local residents and employment and training partners on behalf of employers. 717 partner jobs have been advertised since April 2015.</p> <p>No of jobs advertised through the LBL Webpage LLBS Job Alert</p> <p>2015/2016 137 2016/2017 326 2017/2018 254</p> <p>The vast majority of the jobs advertised were in the construction sector from entry level eg general labourer, trade apprenticeships to professional eg quantity surveyors along with many trade roles. Support roles in the construction environment eg document controller and administrators were also advertised.</p> <p>From 2016 – 2018 Chartwell, LBLs schools catering service provider, advertised 11 roles through LLBS and CIS Security advertised 2.</p>

No.	Action	Owner	Update on Progress
22	Provide local small businesses with access to tailored professional business support for growth and establish a network of Enterprise Hubs to support growth amongst small businesses.	LBL	<p>The Enterprise Hub (Dek) opened in August 2016.</p> <p>The 4th floor of the Old Town Hall is fully occupied with creative businesses, whilst the 5th floor is building up with entrepreneurs looking for flexible work space. The Dek office space in Place/Ladywell is fully let:</p> <ul style="list-style-type: none"> • Old Town Hall, 4th floor – 36 units occupied (100%) • Old Town Hall, 5th floor – 2 offices occupied (100%) • Old Town Hall, 30 Desk spaces at least at 67% occupancy, aiming for 100% by end of March • Place Ladywell – 8 offices occupied (100%) <p>There are regular business workshops being ran for members, as well as, Lewisham businesses on how to gain skills in order to grow and expand their business. Alongside bespoke and tailor support offering via 1:1 mentoring and growth advisers.</p> <p>We currently have 78 existing businesses going through our ERDF-funded deK Business growth programme; with a target of 311 by March 2020.</p> <p>The Council is bidding for inward investment funding and providing guidance to developers thorough their master planning exercise to expand the network of Enterprise Hubs and affordable commercial spaces in key Town Centres.</p>
23	Provide tailored support for local residents who wish to start up in business or become self-employed.	LBL / JCP	<p>The Council is continuing to provide a tailored Business Advice Service (BAS) for residents who are interested in setting up businesses and need support or advice through our Enterprise Hub; and via promotion of regional/national support operating in Lewisham, e.g. Virgin Start-up and JP Morgan funded Get Set for Growth Programme.</p> <p>The Council Business Advice Service provided the following support against its current contract:</p> <ul style="list-style-type: none"> • Businesses supported = 208 – 111% of target • Businesses supported with 6 hours = 70 - 60% of target • New business started = 55 – 65% of target. The service is predicting getting up to 90% on the above targets

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			<ul style="list-style-type: none"> Jobs created (by a previously unemployed resident) = 30 – 30% of target; they are predicting getting up to 50% on jobs targets by end March. Rationale - the majority of start-ups are very micro lifestyle businesses that are created by residents who are already employed. <p>New Enterprise Allowance is co-financed by the Department for Work & Pensions in partnership with the European Union Social Fund. Ixion is the biggest single organisation in the UK in the DWP/JCP NEA programme (Ixion has helped c 12,000 unemployed people start up their business). If a person receives Jobseekers Allowance (JSA) or perhaps is on Universal Credit and has a viable business idea or want it to grow, they can apply for New Enterprise Allowance support for the period until they start earning income from the start up.</p>
24	Ensure Social Value targets, including jobs, skills and business support, are embedded in all LBL procurement processes and monitor the Social Value Outcomes.	LBL	See comment for action point 20 above
25	Supporting enterprise, entrepreneurship and self-employment opportunities through our enterprise hubs and other initiatives.	LBL	<p>Adult Learning Lewisham (ALL) learners have established a number of Arts groups (Quaggy Printers, Quirky Jewellers, Brockley Potters, Q-Glass) aimed at selling the works of learners and tutors – these have had successful sales at exhibitions, festivals and stalls across the borough. At least one tutor is leasing a studio in the Old Town Hall Studio/DEK space.</p> <p>ALL are exploring the possibility of developing a bespoke gallery/exhibition space within which students could develop their entrepreneurial skills. This is part of the second phase of ALL's accommodation strategy.</p> <p>The adult learning service has an extensive range of entrepreneurial/ self-employment based courses in the Arts. This has expanded into the Supported learning department for the academic year 2017-18. This is to support learners who may wish to become self- employed is a priority focus for ALL as these learners are often the hardest to reach.</p> <p>In addition, the Council has continued with ongoing engagement with enterprise and the self-employed to gain on the ground intelligence, share insights and promote support through our enterprise hubs, Meanwhile Space, Lewisham Means Business event, and at the London LEP Stakeholder Engagement Event.</p>

No.	Action	Owner	Update on Progress
			<p>The Council is undertaking a Small Business Survey to understand the current barriers and support needs for business that are starting up, wanting to become sustainable and grow. The findings will feed into future support provision. Key findings from respondents include:-</p> <ul style="list-style-type: none"> • Substantial growth in the number of Lewisham business registered at Companies House since 2010, an increase of c.62% from 6140 to 9975 in 2017 • Lewisham's has a strong 'entrepreneurial culture' that should be nurtured • Lewisham has the 2nd highest proportions of small micro businesses (<5 staff) of any local authority area in England • Business currently use a wide range of agencies and people to provide advice and support • Proximity and fast transport to Central London a key positive for Lewisham businesses • Two-thirds of businesses surveyed are looking to grow and expand • Lewisham is regarded as competitive compared with Central London and Canary Wharf... but... • Pressure for residential development on employment land and workspace is an ongoing issue with very little vacant workspace • Broadband and Wi-Fi capability and capacity is 'patchy' • A need to improve business sustainability beyond the critical 2 and 5 year time periods • The Council (and major organisations in Lewisham) should do more to outsource to local service suppliers
26	Work with key partners to deliver the community investment programme.	Lewisham Homes	Lewisham Homes continues to work with a range of stakeholders/ partners to signpost and promote services available to them in Lewisham. We support a variety of community programmes, and work with partners to deliver this. They include Wide Horizons, London Fire Brigade, Albany, Phoenix, LBL amongst others.
27	Providing funding through Phoenix Community Chest to organisations that deliver employability/training programmes.	Phoenix Community Housing	Centre for Leadership and Management Development were given £11k funding from the Phoenix Community Chest to support 24 Phoenix Residents with training. This programme is ongoing.

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28	Use planning intelligence to establish relationships with end user employers to develop and offer bespoke training programmes to enable unemployed residents to access new job opportunities.	LBL	<p>The Construction Skills Network forecast 2017 -2022 shows that woodtrades and interior fitout annual recruitment needs is one of the highest in construction. In response, LBL worked with FIS to develop the Drylining Training Programme. The programme is currently underway; a full assessment on progression into work will be carried out on completion.</p> <p>The Council continues to work with end user employers to develop bespoke training programmes targeted at our unemployed residents. The jobs at Hazelhurst Court in Bellingham, which include apprenticeships in the restaurant, are an example of the work taking place on this.</p>
29	Continue to work with employers to develop a skills training offer in line with labour market requirements.	Adult Learning Lewisham	<p>Adult Learning Lewisham remains focussed on filling gaps in the labour market for childcare providers in Lewisham. ALL is running vocational qualifications, at different levels, in this area in partnership with childcare providers across the borough. Accredited courses in English, Maths and ESOL (including the Understanding the Language of Work course) boost essential work-place skills for Lewisham's employers.</p> <p>ALL ran a successful partnership with Lewisham Homes, delivering literacy skills to its staff, although this has now come to an end. ALL is delivering successful Childcare courses, in partnership with local schools, and is running a new accredited course in Social Care.</p> <p>The Adult Learning Lewisham pilot offering a qualification in Adult Social Care Level 1 is developing links with potential employers and exploring opportunities if successful to deliver at level 2.</p> <p>In ESOL we are piloting the Preparation for ISE I exam for private hire drivers which is a key employment area and clearly links with national requirements.</p> <p>In addition, the Council through the Construction Hub as well as through its partnership with JCP will work with employers to develop a skills training offer in line with labour market requirements. This will continue to be a priority going forward.</p>

Priority 4: Improving local skills training to equip adults for work opportunities

No.	Action	Owner	Update on Progress
30	Work with local colleges to develop their curricula and training offer to ensure it fits with the needs of the local labour market.	LBL and Local Further Education Colleges	See comment on action 19 above in relation to Lewisham Southwark. This continues to be a priority going forward for the work we do with all training providers. A new area for 2018/19 is the work the Council will be doing to develop the training offer to staff from providers through the use of the Apprenticeship Levy.
31	Identify skills training gaps and work to fill these through targeted spending and joint funding opportunities such as the Understanding the Language of Work pilot and the Building Lives Construction Skills Centre.	LBL	<p>There were two cohorts of the Understanding the Language of Work programme – with funding coming from the Flexible Support Fund (previously it was a project funded by ESF). The project was run in partnership with JCP and all twenty five participants were unemployed, and 64% of these achieved a positive outcome, as defined in the project (no longer claiming benefits, moving into work or further learning). This project has now come to an end.</p> <p>In addition ALL has developed its own Job Club Plus courses (training unemployed residents in employability skills), it delivered a partnership Job Club with a local Grove Park charity (ChART), and has recently agreed a two year partnership agreement with SLaM to host job coaching for unemployed adults who are managing mental ill health.</p>
32	Expand the apprenticeship training offer to include opportunities for the over 25s.	LBL	From Cohort 8, which began recruitment in April 2016, apprenticeship roles through the Lewisham Apprenticeship Programme have been opened to applications from Lewisham residents aged 16 and up to 64. To date we have advertised 110 positions in areas such as Data Analyst, Project Management, Horticulture, Housing Management, Adult Social Care, Youth Work and Procurement. Applications from candidates over the age of 25 account for 45% of applications received and account for 35% of successful candidates which equates to 26 starts
33	Use individual profiles in schools to deliver targeted support to Lewisham Young people who will transition into work or further/higher education.	LBL	This is ongoing activity through the Participation service in the Council. Support for young people who are transitioning to Further and higher education is provided through Baseline Lewisham. The Team support targeted young people to enable them to progress at post-16. A range of providers attend Baseline and provide a range of information, advice and guidance to young people. Lewisham NEET Figures are very low as a result of this support.
34	Devise a Digital Skills & Inclusion Strategy for tenants to provide access, build confidence and ignite	Phoenix Community Housing	Since June 2016 Phoenix Community Housing have delivered a weekly drop-in session that invites community to improve their basic digital skills. Over 600 visits were made in 2017-18 YTD. The Green Man is now an Online Centre offering all users of the building now can access to free online resource to improve basic digital literacy. Phoenix community centre Langthorne

No.	Action	Owner	Update on Progress
	an interest in emerging technologies.		<p>Court hosts weekly IT training providing European Drivers' License for unemployed Lewisham residents funded via ESF (Twin Group).</p> <p>Digital Together – This is a new programme currently being implemented by Phoenix Community Housing to transform their processes and channel access.</p>
35	Supporting residents to close identified skills gaps through bespoke 1:1 training and mentoring.	Lewisham Homes /LBL	<p>The Council has procured a number of specific services that aim to identify skills gaps through bespoke 1:1 training and mentoring. They include:-</p> <ul style="list-style-type: none"> • The Pathways to Employment service (run in partnership with Lambeth and Southwark Councils with Jobcentre Plus) which provides person centred 1:1 employment support, mentoring and training for vulnerable residents. • The Lewisham Construction Hub's training, employment and apprenticeship contract includes obligations to deliver a construction careers specific information advice and guidance offer for residents. The IAG service commenced in January 2018 • Personalised support for young people who are transitioning to Further and higher education is provided through Baseline Lewisham. The Team support targeted young people to enable them to progress at post-16. A range of providers attend Baseline and provide a range of information, advice and guidance to young people. • The Homelessness Trailblazer pilot is going to include two keyworkers who will identify the skills gaps of service users (mainly DHP clients and residents who are at risk of benefit caps) and signpost them to training provision that address their skills gaps • The Circle Collective and the For Jimmy Disability Pilot aim to provide 1:1 training and mentoring to young people to address their barriers, give them work experience and broker employment opportunities for clients • Lewisham Homes and Phoenix are both working with Hyde Housing to identify tenants to refer to the Love London Working programme which provides 1:1 coaching and support for residents.
36	Providing support for the Building Lives Academy Careership programme.	Phoenix Community Housing and LBL	<p>June 2016 Building Lives Lewisham closed after losing funding.</p> <p>Building Hope a Barnado's led programme supported by Barking & Dagenham College and St Gobain is due to open in April 2018 to train 16-24 care leavers from 5 south London Boroughs.</p> <p>The Academy staff have been recruited (a team of four) and the refurbishment work is underway. The Barnardo's team at the Academy, have worked with the Lewisham Careers</p>

No.	Action	Owner	Update on Progress
			<p>services which is part of the Looked After / Care leaving team to promote the project to looked after children and to care leavers.</p> <p>21 care leavers expressed an interest in attending the academy, and as a result, a few taster days were set up to give the young people a bit of an idea of what the programme would be like.</p> <p>The first taster day was on the 19th February, this was attended by 7 care leavers, of which 5 signed up to the programme. Two more taster days have been planned in March, the 8th and the 20th. The first cohort of care leavers for the traineeship programme is scheduled to commence on the 9th April and the aim is to have 15 young people per cohort.</p>

Priority 5: Deliver employment support for those with the most complex needs

No.	Action	Owner	Progress since November 2015
37	Work with Lambeth and Southwark to deliver the expanded Pathways to Employment programme to deliver employment support to those with the most complex needs.	LBL	Pathways to Employment phase 2 is supporting residents with complex barriers to employment across Lewisham, Lambeth and Southwark. The programme started in May 2016 and will conclude in autumn 2018. It builds on the learning from the first phase Pathways pilot and is a bigger programme. Across the three boroughs 1,305 residents have attached to the programme, 457 of which are Lewisham residents. In Lewisham 114 residents have been supported into work and 61 have sustained work for six months.
38	Through the Troubled Families Programme we will deliver, in partnership with the JCP, employment support to those who meet the Troubled Families Criteria.	LBL and JCP	<p>LBL and Job Centre Plus continue to remain committed in delivering employment support to those who meet the Support for Families Criteria. The Support for Families programme currently has two officers that have been seconded from Job Centre Plus and are working with Early Intervention providers to provide dedicated support to local families who wish to enter employment, progress towards employment or receive advice on education, training and employment opportunities. They also assist the Support for Families Data Analysts in accessing and processing vital employment and benefits related data.</p> <p>We are achieving delivery by maintaining a strong partnership with JCP and by monitoring JCP performance in relation to the programme. This enables us to make more informed decisions regarding best practice, change and transformation.</p>

No.	Action	Owner	Progress since November 2015
			<p>Phoenix Community Housing host a 'Troubled families' adviser at the Job Club in the Green Man and provide monthly referrals.</p> <p>As at January 2018, the Support for Families programme has 123 employment outcomes. From this number, 43 individuals have entered into employment and 80 have progressed towards employment. This has generated £98,400 for the council.</p>
39	Maximise the support on offer through the European Social Fund to deliver employment support to vulnerable residents – with a focus on ESOL provision and support around Mental Health.	LBL	<p>The Government, the GLA and London Councils have commissioned a huge plethora of ESF programmes aimed at delivering employment support to vulnerable residents. The programmes target specific priority groups eg Looked After Children, NEETs, young people, Over 50's or specific issues eg families with multiple disadvantage or mental health.</p> <p>The Council and its partners work closely with JCP and the different providers to market all the different programmes to residents and to facilitate referrals.</p> <p>In addition to the Work and Health Programme, "Work Well" is a new South London and Maudsley NHS Foundation (SLaM) project that helps people with mental health problems find paid work. They provide one-to-one career coaching, which includes CV writing, interview skills, support with benefits, housing or debt problems, to help people find a job that is right for them. The project is run by SLaM's Career Management Service and is funded by the Big Lottery Fund and European Social Fund. They help people who are; looking for paid work, experiencing mental health difficulties, aged 25 or over, living in Southwark, Lambeth or Lewisham</p>
40	Explore the introduction of work placements for residents.	Lewisham Homes / Partners	Phoenix Community Housing 'Roots into Work' participants regularly complete short term work experience placements. In addition over the last year Lewisham Homes have provided work placements to 19 tenants with a further 10 currently on work placements.
41	Continue to provide basic skills training for residents and explore the introduction of tenancy statements to get residents to commit to employment.	Phoenix Community Housing	This action is no longer being progressed.

Priority 6: Encourage residents in employment to progress

No.	Action	Owner	Update on Progress
42	Work with local businesses to support London Living Wage employment.	LBL	<p>The Council continues to promote the London Living Wage, one way in which we do this is by offering support to newly accredited businesses. We have introduced a business rates reduction for newly accredited businesses; which so far has seen £8250 worth of reductions being accessed. In the last three years we have seen an increase in the number of LLW accredited businesses in the borough from high street banks to cleaning companies – Lewisham now has 54 LLW accredited businesses which is an increase of 45 over the last three years. We are continuing to promote the scheme including recently hosting a joint event with the Living Wage Foundation, Lambeth and Southwark Council to celebrate all the positives paying a decent wage can bring. The Council is beginning to explore becoming a Friendly Funder borough to assist the third sector organisations we fund towards becoming LLW accredited organisations. This would see us join other local authorities in London including; Islington, Croydon, Southwark, Lambeth and Brent.</p>
43	Explore with partners how to widen access to upskilling opportunities.	LBL and Partners	<p>We have identified that this needs to continue to be the focus on work we do going forward. We have worked with partners this years to understand the changing nature to the Lewisham labour market, and the wider London Labour market, and have identified people cycling in and out of work, those with low skills and unable to progress, and the increasing precarious nature of work with part-time work increasing and zero hour contracts. This is a structural change to the labour market and we are exploring what actions we can take to improve this position.</p> <p>The move to all age apprenticeships at the Council has been an important first step in this issue- allowing post 24s to retrain and gain different experience. Going forward, the work the anchor organisations will do to commission training to upskill their workforce through the apprenticeship levy will ensure that Lewisham residents employed within levied organisations will have the opportunity to upskill.</p>
44	Explore how to identify residents who would benefit from support with progression and working with providers to commission and provide this support.	All Partners	<p>Tackling low pay and helping residents progress is a key challenge for the borough. The introduction of Universal Credit, is a significant benefit change and will require residents who are in work but on low pay (and therefore claiming Universal Credit) to come into the Jobcentre. This makes a focus on helping residents progress in work even more important. The three boroughs are supporting a new in work pilot across Lambeth, Lewisham and Southwark with Jobcentre Plus. This will support 300 residents across the boroughs with personalised 1:1 support on career progression and skills. It will build on the learning from Pathways to Employment.</p>