

Work and Skills Strategy 2016-2018 – Update January 2017

Priority 1: Develop strong partnerships across all sectors

No.	Action	Owner	Progress since November 2015
1	Work with Lambeth and Southwark to further develop a focused employment support offer for our residents.	LBL	<p>There have been two main areas of activity over the last year:-</p> <ul style="list-style-type: none"> • Together the three boroughs have commissioned an employment support programme called Pathways to Employment. 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. Pathways will support at least 1200 residents over two years and has a target of 625 moving into work. Since May 2016, 110 residents across the three boroughs have been helped into work, 67 of these being Lewisham residents. • The Southwark Skills Centre was established during 2016 using NHB. The Centre forms part of the tri-borough "Transforming Construction Skills project" and is based on the Elephant Park regeneration site. It started working with residents in June 2016 and has supported residents, from all three boroughs through construction training. To date a total of 22 Lewisham residents have been through their pre-employability programme.

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2	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.	LBL, Lewisham and Southwark College and local training providers	<p>We work closely with the Lewisham and Southwark College on their curriculum design, and have been involved in developing the offer from the College to resident for both 14-19 and post 19 provision.</p> <p>Lewisham has been 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. The final report is not published at the time of writing this report, but Lewisham is engaged in implementation system for the review, and more importantly the wider skills devolution discussion that are on-going.</p>
3	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.	LBL and JCP	<p>LBL and Jobcentre Plus have continued to work closely together to support residents gain skills and training and to access employment opportunities. Some specific examples of initiatives that have been developed include:-</p> <ul style="list-style-type: none"> • The Lewisham Local Business Scheme worked in partnership with JCP and employers to design and deliver the Logistics Training Programme. JCP worked collaboratively with LBL and the training provider to recruit programme participants and support them through every stage. • The Disability Confidence & Transition strategy group was developed by Adult Learning Lewisham in partnership with Economic Development and JCP, to bring together services across the council who are working to create pathways for residents with a learning disability, or health condition, into employment and away from social care or benefits. This strategy group have proposed the creation of a role, funded initially by ALL (applying for funding elsewhere) to co-ordinate this project over the next two years • The Council and JCP have discussions about priorities when commissioning or introducing new programmes. We try to ensure that anything we commission directly is complementary to the Pathways Programme and the other existing programmes funded by JCP through Flexible Support Fund does not replicate it or detract from it. We have had discussions about how LBL can commission programmes through the Flexible Support Fund. These discussions are on-going. We have also had discussions between the 14-19 team and the JCP. JCP attend

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			meetings where they give Council officers advice on how they can work with us to support vulnerable residents' access support from DWP and they are able to signpost council officers to organisations and providers who they work with.
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	Lewisham is working in partnership with Lambeth and Southwark Councils on areas of joint interest around employment and skills, through the Better Placed partnership – this includes the jointly commissioned employment support programme Pathways to Employment and joint work on construction skills. The three boroughs are also part of the Work and Health Programme that the Central London Forward sub-region will be responsible for and have been working together to ensure that this programme benefits residents. The three boroughs are also working closely with London Councils to ensure European Social Fund and other funding opportunities are maximised.
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	<p>Lewisham has an increasingly strong relationship with SFA officials both as a partner-through both the case conference process for Lewisham Southwark College, and as a provider through the work of Adult Learning Lewisham whose work in SFA funded.</p> <p>Skills devolution to London has been announced in both the Budget 2016, and the Autumn statement 2016, and Lewisham is engaged through Central London Forward with the GLA, BIS and DFE on how devolution might work in the future.</p>
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 to support the delivery of range of employability support for our residents/tenants. An example is "Love London Working" which is an ESF three -year London-wide programme led by housing association Affinity Sutton, in partnership with 15 other housing associations. Hyde Housing are the lead for the Love London Working programme in Lewisham.</p> <p>The Council is represented on the Phoenix Employment Board and on the Lewisham Homes Community Development Officer group. The Council is working through these strategic multi agency groups to develop initiatives such as the Construction Skills Centre in Bellingham, working to create apprenticeship opportunities with housing partners and within their supply chain as well as creating traineeships for looked after children and work placement opportunities especially for residents who have been unemployed for a long time. A new area of work that will be progressed during 2017 is capitalizing on the redevelopment</p>

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			of the Fellowship Inn in Bellingham. Here the Council will be working with the Fellowship Project Team to secure apprenticeships and work experience
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 40 employment support providers including the work programme providers. Through the LSPF, the Council has developed a page on the Council website which sets out 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, DWP and others as well as keeping up to date with Council priorities on work and skills</p> <p>The Council works closely with big pre-employment support providers such as CDG on DWP programmes such as the ESF Families with multiple disadvantage, a range of ESF programmes aimed at young people, NEETs, looked after children and so on.</p>
8	Work with LB Lewisham to provide specialist NEET advice with the Youth Service.	JCP	Following a review of service structures in the CYP Directorate, the Access, Inclusion and Participation service now has responsibility for Baseline and supporting NEET young people. Through Baseline, this service works closely with jobcentre plus to make help available for individual claimants, there are case conferencing meetings as well as meetings held between young people’s advisers from Jobcentre and staff at baseline to improve liaison.
9	Develop links with the National Careers Service to support work with residents aged 50 and over.	JCP	Job Centre Plus have run Fifty Plus sessions in partnership with the National Careers Service during 2016. They also have other bespoke provision for the Over 50’s such as Bouncing Back run together with Phoenix at the Green Man, and through Wise Age. The first phase of the tri-borough Pathways to Employment project prioritised the over 50’s for support. This second phase triages all JSA claimants at week 12 and so over 50’s are able to access support from this programme.
10	Work closely with Pathways to Employment to ensure vulnerable residents are receiving appropriate support.	JCP	The aim of Pathways is to ensure that vulnerable residents through their keyworker can access a range of support and that support is integrated. The team has been working closely with Lewisham Council to ensure that support with a range of issues – such as housing –from both the Council and wider partners and the Voluntary and Community Sector is joined up and Pathways keyworkers are able to access it and are aware of the wider support on offer. In addition, Jobcentre Plus have regularly meetings with the Pathways coordinator, (this is because the individual remains a client of JCP even whilst

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			they are with Pathways). There has been very good interaction between St Giles (the Provider) JCP staff and Lewisham council. To date, (11/01/17) there have been over 110 job starts across the three boroughs with over 80 being Lewisham residents. This has exceeded targets.
11	Develop links with Adult Learning Lewisham to deliver ESOL provision.	JCP	Through its Flexible Support Fund JCP and the Strategy and Partnerships team have continued to support the Understanding The Language of Work programme delivered by ALL (connecting ESOL with work, and coming off JSA/ESA) during 2016. This project has now ended but participants had in addition to the ESOL course, opportunities to undertake work experience and other pre-employment support. London Councils is commissioning an ESF ESOL course based on the Lewisham project and rolling out across London.

Priority 2: Develop improved labour market intelligence

No.	Action	Owner	Progress since November 2015
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>Once again Jobcentre Plus have worked very closely with the Council on the Lewisham Jobs Fair in October 2016. The Jobcentre have also run Benefit Cap Events for affected residents in liaison with the council and Housing Associations. The Council through its multi-agency steering group for the Go On Digital Project has been working to improve Digital Inclusion and access to Benefits for vulnerable residents.</p> <p>Other activities that have taken place over the year to ensure Lewisham residents including those who are going to be affected by welfare reform are identified and supported include:-</p> <ul style="list-style-type: none"> • Engaging with residents and providers through forums such as the homelessness forum, the Pensioners Forums etc • Helping support organisations such as Lewisham Homes address individual cases • Working with JCP to provide training and advice sessions for organisations supporting our residents on the introduction of Universal Credit. This has been mainly through the Lewisham Service Providers Forum • The Local Labour and Business Scheme have set up and delivered bespoke projects with JCP that aim to help residents in to work such as the Traffic Marshal training programme and programmes that enable residents to get CSCS cards

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			<ul style="list-style-type: none"> Phoenix Community Housing and Jobcentre Plus have hosted a Benefit cap info/job fair November 2016 which was attended by over 250 people seeking advice on Discretionary Housing Payment, training and job opportunities
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 through the LEWHAG group and information on the initiatives that we are delivering or where we are seeking input from them as partners will continue to be coordinated through this partnership.
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	It is anticipated that the Lewisham Construction Skills Hub will be established and commence delivery in April 2017. The data gathering exercise to feed into the updated labour forecast will commence in April/May 2017.
15	Provide at least annual updates on business data and intelligence in Lewisham and London wide	LBL	The Council will continue to engage start-ups and other SME's in order to provide information or signpost to support that may be required. We will also be continuing to use the business data and intelligence to enable start-ups and SME's to identify opportunities for them to grow
16	Maintain business directory of local companies employing over five employees.	LBL	The Business team currently maintain a list of 102 businesses who employ 20 or more people. This list was updated over the last year. We have recently received new business data on micro businesses based in Lewisham. The team will continue working to keep these databases up to date. The list is used to contact businesses to inform them of events taking place such as the Living Wage event held in March 2016 in the Civic Suite.
17	Develop and refine the job alerts system that targets residents and partners.	LBL	There has been a lot of progress made in the last year. There are now 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. The procurement of Lewisham Construction Hub service providers is underway, the service specification includes a more refined construction focussed job alert system. The contract award is due in March 2017.

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			<p>This is in addition to the job alerts that the Council sends out linked to the roles that are being advertised at the Council.</p> <p>Jobcentre Plus, Work Programme providers and organisations that are members of the Lewisham Service Providers Forum are able to access job alerts from member organisations thereby improving access to information about the vacancies that our residents could apply for within the borough as well as in the surrounding region.</p>
18	Sharing and promoting quality job opportunities in partner organisations with residents.	Housing Associations	As set out above, quality job opportunities in partner organisations are shared and promoted through the Lewisham Service Providers Forum webpage or regular ezines. In addition, the Council works with partners to identify apprenticeship opportunities for our residents and these opportunities are promoted to our residents through JCP, our website, through the Job Fairs, partner websites and new media eg tweets and Young Mayors various communication channels. At the time of this update, Phoenix Community Housing is working closely with L&Q to identify job opportunities on Excalibur estate in Downham for residents.
19	Work with the FE colleges to share labour market intelligence, and destination data to better shape curricula.	Lewisham and Southwark College and other local FE providers	<p>We share labour market intelligence with Lewisham Southwark College on a regular basis, and have been involved in curriculum design at the College.</p> <p>ALL managers attended a curriculum planning event in Spring 2016, and a pilot was set up between LS College and Adult Learning Lewisham for the Summer Term of 2015-16</p>

Priority 3: Further develop supporting links to employers and enterprise

No.	Action	Owner	Progress since November 2015
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>The Council has continued to seek opportunities for our residents through our supply chain. Social Value is a core part of all procurement in the council and input has been provided to the procurement processes for all contracts including the Highways, Footpaths, Catering, Security, FM and Cleaning contracts. As a result social value targets, including apprenticeships, have been embedded in the contracts let to date.</p> <p>Our partners, particularly Lewisham Homes and Phoenix have also been using their procurement processes to gain additional social value for tenants and residents including</p>

No.	Action	Owner	Progress since November 2015
			<p>employment opportunities, training on writing CV and other pre-employability from contractors, work experience and apprenticeships opportunities</p> <p>To date, ten jobs and one apprenticeship have been created through the Enterprise Hubs and we are anticipating more to come as the Hubs become more established.</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 Council’s regeneration/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.</p> <p>We have advertised jobs to local residents and employment and training partners on behalf of employers such as Ardmore Construction, Carers Lewisham, Chartwells, Crossrail, Tideway, Compass Group, Potentsis, HSS Hire and The Albany. To date 314 partner jobs have been advertised since March 2016.</p>
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 Hubs (Dek) opened in August 2016. The 4th floor of the Old Town Hall is nearly fully occupied with creative businesses, whilst the 5th floor is slowly building up with people looking for flexible co-working space. There are regular business workshops being ran for members as well as other Lewisham businesses on how to gain skills in order to grow and expand their business.</p>
23	Provide tailored support for local residents who wish to start up in business or become self-employed.	LBL / JCP	<p>The Jobcentre are working with Ixion to deliver the New Enterprise allowance. Phase 2 of the programme introduced March 2016 provides a greater degree of support for those considering setting up a new business. Also provides an increased period of run on support.</p> <p>The Council is continuing to provide a Business Advice Service for residents who are interested in setting up businesses and need support or advice plus the Enterprise Hubs managed by the London Small Business Centre also provides tailored support for residents who wish to start up or expand their businesses</p>
24	Ensure Social Value targets, including jobs, skills and business support, are embedded in all LBL procurement processes and	LBL	<p>The LLBS provided input to the procurement processes for the highways, footpaths, catering, security, FM and cleaning contracts. As a result social value targets have been embedded in the contracts let to date. The highways, footpaths and catering contracts are currently being monitored by LLBS with commencement meetings for security, FM and cleaning planned for early 2017.</p>

No.	Action	Owner	Progress since November 2015
	monitor the Social Value Outcomes.		Since March 2016, the highways contract has supported the continuation of 4 apprenticeships, advertised 10 jobs locally, 33% of the workforce employed to deliver this contract are Lewisham residents and £75K of contract spend has been with Lewisham businesses.
25	Supporting enterprise, entrepreneurship and self-employment opportunities through our enterprise hubs and other initiatives.	LBL	In addition to the Enterprise Hubs (see above), Adult Learning Lewisham learners have established a number of small enterprises eg (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.
26	Work with key partners to deliver the community investment programme.	Lewisham Homes	Lewisham Homes' Community Investment Programme continues to deliver opportunities for Lewisham borough residents in the areas of Employability, Health & Wellbeing, Digital and Financial Inclusion. Lewisham Homes will continue to deliver its Community Investment Programme in collaboration with key partners, and to date, has invested over £200k.
27	Providing funding through Phoenix Community Chest to organisations that deliver employability/training programmes.	Phoenix Community Housing	Phoenix Community Chest programme continues to support local organisations working with tenants/residents. A new round will be opened this year and organisations that supply employability training have been encouraged to submit bids for 2017.
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	Working with developers and with end user employers continues to be a priority for the Council and additional capacity has been created to further our work in this area during 2017.
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>In addition, the LLBS team and the Lewisham Construction Hub when established will work with employers to develop a skills training offer in line with labour market requirements. The 2016 Logistics Training Programme, which is currently underway, was developed in direct</p>

No.	Action	Owner	Progress since November 2015
			response to the outcome of employer market testing. We have already secured job outcomes as result of the programme and will carry out a full assessment on completion.

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

No.	Action	Owner	Progress since November 2015
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 for action 29 and 19 above
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	During 2016, the Council through Adult Learning Lewisham delivered two cohorts of the Understanding the Language of Work programme – with funding coming from the Flexible Support Fund (from Jobcentre Plus, previously it was a project funded by ESF). The project had a total of twenty five participants all of whom were unemployed. 64% of these achieved a positive outcome, as defined in the project (that is no longer claiming benefits, moving into work or further learning). As a result of our success and good practice, our model has been adopted by London Councils who have used it as the basis for the commissioning of the new London wide ESF ESOL programme.
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 applications from candidates over the age of 25 account for 30% of applications received and account for 20% of successful candidates.
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 through the Participation Team in the Council
34	Devise a Digital Skills & Inclusion Strategy for tenants to provide access, build confidence and ignite	Phoenix Community Housing	The following is the progress that has been made during 2016 <ul style="list-style-type: none"> Phoenix have developed an approach to embed digital inclusion support via the customer facing operations in the Green Man (now an Online centre). Access to touch screens have been installed in the Green Man for visitor use

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	an interest in emerging technologies.		<ul style="list-style-type: none"> • Phoenix have collaborated with Go-ON partners LBL, Community Connections & Lewisham homes to create a volunteer digital network which was a Lewisham techy team objective to support and resource digital inclusion activities in the borough • Twenty active members of the Lewisham techy team are now linked to Lewisham Local • Phoenix have rolled out weekly & monthly drop-in sessions to support offline community to access internet and support. • Monthly Techy tea parties @ The Green Man launched in May, these have seen 145 visits over the last six months on average 16 attendees to each event with a further 130 visits to the a weekly digital drop-in
35	Supporting residents to close identified skills gaps through bespoke 1:1 training and mentoring.	Lewisham Homes /LBL	<p>Pathways to Employment provides person centred 1:1 support. Residents that are referred on to the programme start with a detailed action planning session which identify skills gaps as well as wider barriers to employment. Pathways keyworkers use a combination of 1:1 support and bespoke training and mentoring to tackle skills gaps – typically these are around English, Maths, IT and obtain construction skills and qualifications.</p> <ul style="list-style-type: none"> • Lewisham Homes piloted an employability programme targeted at residents in receipt of Universal Credit by providing bespoke 1:1 training and mentoring opportunities. These residents embarked on a 6 month pathway to employment • Lewisham Homes developed, in partnership with the Albany and Adult Learning Lewisham, a training programme targeted at residents with learning difficulties to gain basic gardening skills to secure employment with Lewisham Homes' Grounds Maintenance team. • Lewisham Homes is now working in partnership with Hyde Housing to provide beneficiaries for the ESF funded Love London Working programme which provides 1:1 coaching and support for residents into employment <p>The Lewisham Construction Hub service provider procurement process is in progress, this will secure a construction specific Information Advice and Guidance offer for residents. The provider is expected to be appointed in March 2017.</p>
36	Providing support for the Building Lives Academy Careership programme.	Phoenix Community Housing and LBL	<p>The number of Job outcomes gained via the Building Lives programmes in 2015/16 was 68 students started the course 87% of those who started the course completed the whole qualification 68% of these went into work or Further learning</p>

No.	Action	Owner	Progress since November 2015
			The Traineeship programme being offered at the Meadows Centre has now been refreshed and a new model is being developed by Barking & Dagenham College/Saint-Gobain & Barnardo's. The new course will start in April 17

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	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 a person's barriers to work, including skills, housing, debt, family, childcare as well as more specific barriers to work, and set them on a pathway to employment. We learnt from phase 1 that effective triage and assessment of customer's individual needs is more important than choosing particular cohorts. We found that the focus on cohorts meant that some clients were being offered or were involved in multiple programmes, which was difficult to manage and we were not necessarily supporting the clients with the most complex needs. We developed a triage that was more employment focused and looked identifies wider barriers to employment and assigns a score for this. This triage provides an assessment of the person's needs and allows us to identify clients with the most complex needs. For phase 2 it is carried out exclusively by work coaches in the three jobcentres at the following points in a person's benefit claim, points at which evidence shows they are vulnerable to becoming long-term unemployed or need additional support. These are: new ESA claimants, JSA claimants at 13 weeks, ESA- JSA transitions, IS – JSA transitions and full service UC claimants 7 weeks into their claim. This also reduced the risks of duplicating services and support. Pathways phase2 will support at least 1200 residents over two years with 625 moving into work. Since May over 110 residents across the three boroughs have been helped into work, with over 67 being Lewisham residents.

No.	Action	Owner	Progress since November 2015
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>The Council continues to coordinate the Troubled Families Programme in Lewisham. Jobcentre Plus have seconded two Troubled Families Employment Advisors (TFEAs) to the Lewisham Team and their role is to help us identify individuals who meet the Troubled Families criteria. Once identified the TFEAs act as key workers for those families, helping families to access support needed to address individual barriers to employment and signposting to relevant provision. The TFEAs continue to support families once they have started working to ensure that the transition goes well.</p> <p>The Council through its early intervention services works, YOS, Children's Centres, Attendance and Welfare services, Domestic Violence teams and with health partners etc support families who meet the Troubled Families criteria. We will continue to work with these families through our early intervention programmes to support them to move from dependence to independence and to move closer to the labour market.</p> <p>Finally, the Government has recently appointed a provider to deliver the ESF Support for Families with Multiple Disadvantage programme from April 2017. This programme is specifically aimed at families who meet the Troubled Families criteria. The new provider will be providing a person centred service to each individual with the aim of moving participants into the labour market. The Council is working with the recently appointed provider and Jobcentre Plus to set the programme up in Lewisham</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	The Council is keen to work with organisations delivering the ESF ESOL programme and programmes that support residents with mental health issues once these programmes come on stream.
40	Explore the introduction of work placements for residents.	Lewisham Homes / Partners	<p>There has been considerable progress made over the last year on this aim:-</p> <ul style="list-style-type: none"> • Lewisham Homes introduced a formal in-house Work Placement programme within its organisation • Lewisham Homes is also working with the following partner organisations to support its tenants/residents access opportunities for work experience, work placements and volunteering: the Albany, Elevating Success and Eco Communities • Phoenix has continued with its work placement scheme for tenants looking for short term work experience

No.	Action	Owner	Progress since November 2015
			<ul style="list-style-type: none"> The Council through its Memorandum of Understanding with Goldsmiths, University of London will be supporting students to access work experience placements that relate to their course of study
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	Phoenix have set up a "Roots into Work" programme that offers tenants and leaseholders access to training with local FE partners. The introduction of tenancy statements is being considered.

Priority 6: Encourage residents in employment to progress

No.	Action	Owner	Progress since November 2015
42	Work with local businesses to support London Living Wage employment.	LBL	The Council has held two Living Wage events for local businesses. There was a conference in March 2016 and a business breakfast in November 2016. At the March event the Council launched a new initiative offering a discount worth up to £5000 on NNDR to all businesses who sign up to become London Living Wage accredited employer during 2016/17. The Business Breakfast was held during Living Wage week and was part of our programme of activity to promote Living Wage employment. The Council will continue to work with local businesses to support London Living Wage employment during this year.
43	Explore with partners how to widen access to upskilling opportunities.	LBL and Partners	<p>We have identified that this needs to be the focus on work we do through 2017. 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.</p> <p>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 has been an important first step in this issue- allowing post 24s to retrain and gain different experience.</p>

No.	Action	Owner	Progress since November 2015
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>We have been working with partners, specifically JCP on how the local flexible support fund could be used to assist with those that cycle in and out of employment.</p> <p>We are currently developing a Phase 3 of Pathways to Employment and are likely to focus on the target group.</p>