

REPORT TO:	Cabinet 15 December 2014
AGENDA ITEM:	9
SUBJECT:	Employability, jobs and skills; Local Jobs for Local People
LEAD OFFICER:	Jo Negrini, Executive Director, Development and Environment Paul Greenhalgh, Executive Director, Children, Families and Learning
CABINET MEMBER:	Cllr Toni Letts, Cabinet Member for Economic Development Cllr Alisa Flemming, Cabinet Member for Children, Families and Learning
WARDS:	All
CORPORATE PRIORITY/POLICY CONTEXT:	
This supports the recently adopted Growth Plan; The Croydon Promise in its delivery of new jobs. It also supports the Corporate Plan and Community Plan.	
AMBITIOUS FOR CROYDON & WHY WE ARE DOING THIS:	
This paper and outlined activity supports a number of priorities for the borough namely:	
<ul style="list-style-type: none"> • Implementing a transformative 'Pathways to Employment' scheme to ensure that Croydon residents are equipped to access the 16,000 new jobs outlined in the Growth Plan. • Improved availability of education from pre-school to college, for young and adult learners. • Increased employment and reduction in poverty across all communities. 	
FINANCIAL IMPACT	
The investment required to scope, design and deliver the Job Brokerage Hub is £200,000. It is proposed that this is funded from the economic development reserve.	
FORWARD PLAN KEY DECISION REFERENCE NO.:	
This is not a key executive decision	

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below

1. RECOMMENDATIONS

Cabinet is asked to:

- 1.1 Agree the scope and approach of the proposed Job Brokerage Service.
- 1.2 Note and agree the action plan set out in section 3.2 to ensure the opportunities created by major schemes are maximised.
- 1.3 Agree the proposals in section 3.3 and 3.4 to establish a 'work readiness commitment for 5-18 year olds' for Croydon schools and colleges; to explore opportunities to develop supported internships and job shadowing for young people in the Council and developing web-based employability support to young people.
- 1.4 Agree the investment needed to scope and deliver the model for a Job Brokerage Service.

If the

2. EXECUTIVE SUMMARY

- 2.1 The purpose of this report is to provide Cabinet with a robust, transformative and coordinated approach to delivering the employability, jobs and skills agenda for the Borough. It addresses the Borough's aspiration to create 16,000 new jobs by 2020 and ensure that Croydon's residents have the required skills, competences and attitude to compete successfully for these opportunities. The result will be a new co-ordinated Job Brokerage Service for the borough to deliver a much larger quantum of jobs to local people.
- 2.2 Employability, jobs and skills are an integral part of the Croydon Promise and the associated set of documents detailing its delivery as approved by Cabinet on 29 September 2014. The current programme is light touch in which the council operates a coordinating and enabling role. This report provides a detailed set of actions to maximise the placement of local people into jobs over the next 5 years and beyond, capitalising on major areas of growth such as the Whitgift Development, Gatwick expansion and a rapidly growing business base.
- 2.3 Within a constantly changing policy environment, there are significant new challenges to be considered with this new approach to supporting residents. These changes include Raising the Participation Age, closure of Connexions services, the potential closure of the Work Programme and the opportunity for local delivery, as well as reallocation of apprenticeship funding away from training providers towards businesses.
- 2.4 While the labour market figures show that unemployment is reducing in particular for those claiming Job Seekers Allowance and within the younger age brackets, there is still significant numbers of Croydon residents without a job. The current issues centre on the number of Croydon residents that are on Employment Support Allowance or Incapacity Benefit, rendering them 'unfit for work'. Numbers within this category are nearly three times higher (13,200) than those on JSA (5,635) and are considered furthest from the job market. Further to this, the nature of jobs on offer are low skilled and low paid, and not contributing to the council's ambition to be a London Living Wage borough.
- 2.5 This report addresses borough wide weaknesses in terms of an insufficient employability focus in the curriculum in schools, the variable quality and breadth of careers advice for young people leaving school and disjointed and varied in quality employability support for those out of work or in low-paid jobs. It outlines three broad areas for improvements, which provide a framework for design, delivery and monitoring of progress against agreed sets of activities in each area. The proposed areas for improvements are:
- Employability support for residents through the creation of a new Job Brokerage Service.
 - Employability skills in schools to ensure the future workforce are job ready.
 - Transition from school to work.
- 2.6 In essence, the report outlines a new direction to be taken in future in order to ensure that the forecasted 16,000 new jobs are created and the employment levels in the borough increase through local residents gaining the required

skills, attitudes and aptitude to successfully compete for these jobs and sustain them in the long run. Croydon's ambition is that the forecasted growth is for all and no particular group of people should be left behind.

- 2.7 The report identifies a requirement of £200,000 to be made available to ensure that the necessary investment is made to establish this new activity and determine future requirements.

3. DETAIL

3.1 Current Policy Landscape

There are a wide range of policies that impact the policy landscape relating to skills, employment and education. Details on these policies can be found at Appendix 1.

3.2 Employability support for residents

- 3.2.1 The 'Pathways to employment' approach enables the Council and its partners to work collaboratively to maximise the number of local people securing new jobs. The initial programme was approved by Cabinet in September 2013 and endorsed by Croydon Congress. Collaborative work through a range of partners from JCP to Croydon's Colleges, training providers to housing associations ensures that the provision is in place and meets market failure. As part of this approach, and as significant levels of new jobs are created, a new model of delivering local employment opportunities must be delivered.
- 3.2.2 The purpose of the new approach is to make employability support more accessible, transparent, joined-up and effective, in order to:
- Fill new and existing vacancies to achieve local employment.
 - Support people into jobs and ensure progression through a range of opportunities.
 - Provide employers with a single point of contact for their employee needs.
- 3.2.3 It is proposed that this will be delivered by establishing a new Job Brokerage Service. A key aim of the service will be to co-ordinate services delivered by partners that all respond to local people, and it will work in close partnership with Job Centre Plus and other relevant partners such as the local colleges and apprenticeship agencies (e.g. CALAT, Croydon College, John Ruskin College etc.). Building on the work delivered through our customer service and future welfare service, we will ensure that there is streamlined client facing engagement and assessment protocol, involving JCP staff on the front line to work alongside the Council. This will create the best possible referrals and support for those people into employment and an alignment of overall solutions. This in turn will support residents to become more independent and self-sufficient as it will combine job, debt and housing support.

The service will work with employers to develop a clear pipeline of job opportunities which need to be filled. It will work with residents to ensure that they are prepared for these roles through employability training, CV development, mock interviews and relationship building between employers and applicants. The service will also consider the local growth sectors and

ensure that skills and training providers are lined up to deliver the necessary courses to ensure residents are job ready. Equally, it will ensure that apprenticeships are created and placed in the appropriate businesses.

The ultimate aim will be the ability to provide to employers 3 job ready applicants for every vacancy created across the Borough. In this way, the Job Brokerage Service will be a one stop shop where Croydon residents can receive advice about their employment options and training needs, and where employers across London can place their vacancies to recruit quality staff.

Initially, the Council will scope, design and develop a Job Brokerage Service, in conjunction with Job Centre Plus, to ensure all unemployed people of working age have access to job opportunities. It will look at successful models of job brokerage delivered elsewhere in order to help design the best option for Croydon and begin to build new pathways for those residents that are hardest to reach.

Actions
1. Work with JCP to design and develop a Job Brokerage Service to prepare and place local residents into available jobs.
2. Work with employers to ensure that the new service becomes the first choice for their recruitment needs.

3.2.4 There are 3 major opportunities that will deliver employment growth over the next 5 years and beyond. These are:

1. Jobs created through the delivery of the new Whitgift Development in conjunction with Croydon Partnership.
2. Delivery of jobs and supply chain opportunities through growth and expansion of Gatwick Airport.
3. Securing jobs for local people through regeneration work via the creation of new commercial stock and SME growth.

1. Croydon Partnership

The proposed regeneration scheme by Westfield and Hammerson to transform Croydon's Town centre is the biggest development opportunity Croydon has secured for many years. It will transform not only the town centre, but also bring a range of economic benefits across the borough.

The Council is working with the Croydon Partnership to deliver the agreed socio-economic benefits detailed in the Section 106 agreement during the lifetime of the project. This includes agreed investment in a training facility, local employment, providing opportunities for SMEs to win contracts and a range of educational and community activities.

The Council is committed to build an effective working relationship with Croydon Partnership and to explore further opportunities as the project comes to fruition.

At the same time the Council is using this opportunity to review parts of the planning framework to ensure that delivering socio-economic benefits become an integral part of planning consents for future developments. This will ensure that the proposed planning policy changes maximise the benefits delivered through the identified development sites as part of the Growth Plan.

Actions
1. Support to local residents – work with partners to design and deliver training schemes for local residents addressing the skills needed to secure jobs during all phases of the development.
2. Support to SMEs to increase local capacity – develop a tailor-made support package to SMEs to be ready to secure contracts within the Croydon Partnership supply chain including increasing collaboration between local SMEs to create employment and win new business via consortia arrangements.

2. Gatwick Airport

Employment at Gatwick is set to grow by 2,000 jobs, irrespective of the 2nd runway decision. If the 2nd runway is approved, this jobs growth could reach 22,000. The importance for Croydon residents is not to be underestimated.

The Council is supportive of a second runway and this creates a sound base for engagement on the outcomes Croydon can expect from this expansion. It has recently agreed a Memorandum of Understanding which details how it will collaborate with the airport on opportunities across a range of areas including education, training, recruitment, procurement, supply chain, housing and transport. This close collaboration will provide additional opportunities for Croydon residents and SMEs.

Actions
1. Commission a study to provide data on: <ul style="list-style-type: none"> A. Croydon residents in employment (part-time and full-time) within Gatwick and; B. Croydon SMEs trading with or being part of the supply chains of the operations to support the airport.
2. Through the new Job Brokerage Service, develop a platform for local residents to find and access new employment opportunities at Gatwick.
3. Through the new Job Brokerage Service, enable specific training for local residents to develop or enhance required skills to compete for new jobs at

Gatwick.
4. Broker engagement between Croydon SMEs and the airport to promote opportunities for both sides via a series of events, exchange visits and promotional campaigns.
5. Continue to lobby for improved transport links between Croydon and Gatwick across various modes.

3. Growth sectors development

The Council is forecasting 16,000 new jobs increase in Croydon by 2020. These jobs will be created within the identified growth sectors and will primarily come from SMEs. It will take into account the forthcoming regeneration schemes, demographic changes and other developments and trends in the borough.

The following table summarises how Pathways to Employment will engage with Croydon's growth sectors. In all cases the Job Brokerage Service will be used to place residents into work.

Growth Sector	Action
Construction	Ensure that the ATA for construction Apprenticeships engages with the sector to offer an alternative model for creating and delivering Apprenticeships through the Job Brokerage Service. Ensure that the green/environmental construction sector skills are forecasted and provision made available to meet future demand.
Health and social care	Ensure that the social enterprise model is considered to meet demand; ensure that training provision for acquiring these skills is available for local residents.
Retail	Provide support to SMEs to create additional employment opportunities within district centres; create/provide appropriate training to meet demand in the sector by creating a Retail Academy.
Information and communication	Support Croydon Tech City to develop and implement an employment creation plan; provide support to start-up SMEs in this sector.
Professional, scientific and technical	Create a local offer to encourage collaboration, R&D and enable /encourage links with HE institutions.

3.3 Employability skills in school

Currently there is a mini scrutiny review underway on the issue of the relationships between schools, colleges and business, to support the development of employability skills. The proposals in section 3.3 and 3.4 of this paper are designed to create some early quick wins for this agenda, within existing resources.

- 3.3.1 This section concentrates on the development of the skills, attributes and attitudes needed for work in the school/college curriculum. Schools and colleges have a duty to prepare learners for working life.
- 3.3.2 The national legislative context has meant that there have been few levers external to schools available to change the practices of schools and colleges on the issue of employability. From September 2014 however, Ofsted inspectors have also been asked to consider whether schools are preparing their young people for the next stage of life, whether that is education, employment or training. In inspections in the last year all three of Croydon's colleges have reported that Ofsted gave a much greater focus on preparation for employment, alongside help and guidance to find work experience and employment. In addition, destinations data is now published for the borough and its schools and colleges.
- 3.3.3 All of the borough's schools and colleges agree that an important part of their role is to prepare their students for future employment and help those who do not want to continue with education to find appropriate Apprenticeships or other jobs with training. The schools and colleges engage in a number of projects involving employers, Job Centre Plus, Capital South and other partners. Some of these are outlined in Appendix 2. This Appendix also identifies positions in the new national curriculum for 'work readiness': however, while the DfE does expect the curriculum to 'prepare pupils at the school for the opportunities, responsibilities and experiences of later life', there is very little reference to preparation for working life.
- 3.3.4 Local employers have frequently voiced their enthusiasm for working with schools and colleges to support the development of work readiness. However, they have often found it difficult to communicate and then work with them. Schools and colleges are under-resourced in this area.
- 3.3.5 It is proposed to establish an online '5-18 Croydon Work-readiness Commitment' for Croydon which would provide a framework for all of the borough's schools and colleges to deliver a cross-phase programme of preparation for work and career choices. A partnership of schools, colleges, Job Centre Plus, CALAT, training and intervention providers, Council services and employers will be asked to contribute ideas and projects and be asked to publicly support it on completion. This would give schools and colleges clear guidance and sources of support and give our young people a better chance of being ready for work or an Apprenticeship by the time they finish their education.
- 3.3.6 As an employer the Council has agreed to offer fifty work experience placements and a number of work shadowing opportunities to young people, including looked after young people, thus acting as a model for other

employers. It is proposed that the Council undertakes further work to consider the supported internships, a programme of job shadowing opportunities and mentoring. It is recommended that this process be managed by the new Job Brokerage Service in partnership with other relevant providers, with the aim of offering an ongoing package to schools and colleges. These schemes would also feed into the Council's Apprenticeship programme.

3.4 Transition from school to work

3.4.1 The largest number of unemployed young people in Croydon are in the 18/19-24 age group. This suggests that while the young people are largely progressing into post-16 education, training or employment they succeed less well in the transition from school/college to work/HE. 60% of Croydon students progressed into and stayed in Higher Education for at least two terms, which was lower than our London-based statistical neighbours (Barking & Dagenham, 61%; Enfield, 69%; Ealing, 70%). In England 62% of this cohort of Level 3 learners went into higher education.

19% of this cohort of Croydon students went to the top third of Universities (as defined by the DfE). This compares unfavourably to Ealing (25%) and Enfield (27%) and England (22%), but not Barking and Dagenham (15%). This section will concentrate on the issues behind the poor transition to work and possible solutions.

3.4.2 One key issue is the recruitment practices of employers which often disadvantage young people. Small and medium enterprises (SMEs) make up the vast majority of employers in Croydon. Research shows that most of these employers find new employees through informal recruitment practices such as word-of-mouth, which is both cheap and quick. While understandable this method of recruitment disadvantages those young people who do not have effective networks and leads to the continuation of generational unemployment in families and poor social mobility.

3.4.3 In order to access opportunities traditionally viewed as entry level jobs in larger companies such as retail posts in Tesco, Sainsbury and Primark, applicants have to complete extensive online applications. The young people applying for these jobs often do not have the experience or skills needed to complete the applications successfully. In addition, these jobs often require a history of working in retail which is much harder to get at present as they are frequently competing with experienced adults in a highly competitive jobs market.

3.4.4 For those young people in school or college it is the responsibility of those institutions to prepare and support them into work, while young adults may be supported by Job Centre Plus. It is proposed that further employability support to all young people should be provided through the new job brokerage service. This can include online advice including CV building, careers information, an 'Ask the Experts' section etc. With support from major industry partners the web site could also provide access to supported employment opportunities specifically designed for young people. This would sit alongside more traditional employability support such as mock interview days, work experience options etc.

3.4.5 The borough's Early Intervention Youth Support Service also provides young people with access to services that can improve their likelihood of a successful transition to work. The Youth Centres, positioned in the heart of the target communities, host or provide support services to meet the needs identified in this paper. The service is currently developing a new youth offer and this would have a clear interface with the work of the Jobs Brokerage Service.

3.5 The role of Croydon Adult Learning and Training

3.5.1 Croydon Adult Learning and Training service is part of the Children Families and Learning department of Croydon Council. It has been providing adult learning opportunities for Croydon residents successfully for more than 60 years. Courses cover a wide range of subjects designed to meet the diverse needs of learners for qualifications, skills for employment, career development and learning. It is funded primarily by Skills Funding Agency (SFA) and as such is well placed to support the employability and skills priorities for the borough. The SFA funding priorities are moving towards the support of apprenticeships. CALAT is therefore well placed to access this funding to support the learning elements of apprenticeship schemes to meet need across in the borough and within the council itself. It has a strong history of success in teaching English and maths which are key elements of all apprenticeships. The potential for CALAT to become responsible for the Council's apprenticeship programme and a key provider for that programme merits further exploration.

3.5.2 In addition to apprenticeships CALAT can access SFA funding for traineeships.

3.6 Securing external funding

3.6.1 Delivering the ambition to accelerate 'Pathways to Employment' will require substantial financial resources. The European Structural Investment Funds for the period of 2014 to 2020 will be distributed through the LEPs and Croydon is in a strong position to access those funds being a part of two LEPs. The two main funding streams, the European Social Fund (ESF) and the European Regional Development Fund (ERDF) will be open for bidding most likely in the last financial quarter of 2014/15.

3.6.2 Croydon has been working with both LEPs to ensure that the borough bids to the most appropriate LEP depending on their priorities and how these match the priorities for Croydon. Project concepts have been developed and local negotiations for local delivery partnerships are under way. The most likely split of bids to the two funds will be:

- Support local residents to acquire the skills to enter the labour market and secure employment
 - ESF Basic skills
 - Apprenticeships
 - STEM subjects and higher education
 - Career advice and guidance
 - Employer engagement and brokerage.

- Support to local SMEs to create employment – ERDF
 - Procurement and supply chain
 - Access to finance
 - Internationalisation
 - Business support.

Actions
1. Develop the Job Brokerage Service model in partnership with JCP to prepare for bidding rounds.
2. Secure/allocate match-funding for bids.
3. Develop and agree a range of project concepts for addressing local need in preparation for bidding rounds.

3.7 Governance

- 3.7.1 The Council and its partners are proposing to deliver a comprehensive employability, jobs and skills programme ensuring that: preparation for work is embedded in the last years of education in school, including effective careers advice and work placement opportunities; a smooth transition from school to work is supported; different routes, such as Apprenticeships, Internships and Traineeships, are clearly defined; local people have access to jobs created locally.
- 3.7.2 The Council has adopted a five-year Growth Plan (the Croydon Promise), which provides the overarching framework for this programme and will ensure that it is delivered and is backed up by appropriate level of resources. All work relevant to Pathways to Employment will be managed by the Development and Environment department and report to the LSP via the newly created Croydon Promise Delivery Board.

4. CONSULTATION

- 4.1 All the projects and initiatives within ‘Pathways to Employment’ are aimed at creating employment and supporting local people to secure jobs, under the umbrella of the five-year Croydon Economic Development Plan 2013-18 approved by Cabinet on 11 March 2013. As part of developing the plan a two-phase consultation was carried out. Phase one included stakeholders involved in delivering these projects and other business partners and organisations. Phase two was an open public consultation carried out according to the Council’s guidelines.
- 4.2 Regular reports on progress have been provided to the borough-wide Skills and Employment Strategy Group for feedback from partner organisations and other stakeholders. An annual report was produced and is available on request.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 5.1 The overall cost of the scheme will be funded from the economic development reserve. Whilst the proposals in the report will not give direct financial benefits to the Council there will be indirect benefits through the potential growth in businesses within the borough and moving people off of benefits.

1 Revenue and Capital consequences of report recommendations

	Current year	Medium Term Financial Strategy – 3 year forecast		
	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
Revenue Budget available				
Expenditure				
Income				
Effect of decision from report				
Expenditure		125	50	25
Income				
Remaining budget	<hr/>	<hr/> 0	<hr/> 0	<hr/> 0
Capital Budget available				
Expenditure				
Effect of decision from report				
Expenditure				
Remaining budget	<hr/>	<hr/>	<hr/>	<hr/>

2 The effect of the decision

The proposals relating to young people in Section 3.2 and 3.3 can be undertaken within existing resources. Activity to design a job brokerage hub will need to be funded to ensure local jobs are delivered.

3 Risks

There are limited financial risks to the Council of the proposals. The main risks lie with the non-delivery of the objectives of the work plan and the reputational damage to the Council as a result.

4 Options

No other financial options are available.

5 Future savings/efficiencies

Whilst the proposals in the report will not give direct financial benefits to the Council there will be indirect benefits through the potential growth in businesses within the borough and moving people off of benefits.

Approved on behalf of Dianne Ellender, Head of Finance and Deputy Section 151 Officer

6. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

- 6.1 The Council Solicitor comments that the recommendations set out in this report are within the powers of the Council and within the scope of activities contemplated by the Localism Act 2011 which removed some of the previous limitations on the ability of a local authority to invest in economic development within its area.
- 6.2 Approved by Sean Murphy, Principal Corporate Solicitor (Regeneration), on behalf of the Council Solicitor and Monitoring Officer.

7. HUMAN RESOURCES IMPACT

- 7.1 There are no immediate human resources implications.
- 7.2 Approved by Adrian Prescod, HR Business Partner, for and on behalf of Interim Director of Human Resources, Chief Executive Department

8. EQUALITIES IMPACT

- 8.1 An equality analysis has been completed for the Pathways to Employment approach to developing employability, jobs and skills in the borough. The equality analysis assesses the likely impact the proposed approach would have on equality / community groups that share a “protected characteristic” and sets out a number of actions to mitigate key risks related to equality. These actions will be delivered and monitored at the programme and project level.
- 8.2 The equality analysis identified a number of wards in the east (Fieldway and New Addington) and 9 wards in the North West as characterised with high levels of deprivation and inequality due to economic inactivity and employment deprivation. The high level of inequality in these wards is visibly reflected in high levels of unemployment, low income, children in poverty and a concentration of families with multiple support needs.
- 8.3 The equality analysis also identified a number of groups (that share a protected characteristic) such as younger people, older people (50+) people with a disability, women, BME residents as well as those living in the most deprived areas, lone parents and people with ESOL needs as being most at risk of experiencing inequality and lacking an opportunity to enter into employment.
- 8.4 The inequality and socio-economic factors and risks (mentioned above) have been considered and a number of mitigating actions have been incorporated into the development of projects and activities to deliver the Pathways to Employment Plan.
- 8.5 The Pathways to Employment Plan contains a range of activities that are aimed at both employers and local residents, particularly those that represent the equality and community groups who are most likely to experience disadvantage and inequality. They have been designed to support the removal of barriers to accessing employability, jobs and skills that specific groups may experience.

The focus of the plan is on creating employment opportunities for local people as a means to tackle inequalities at the local level.

- 8.6 Engagement has already taken place with a range of stakeholders to develop the main priorities for the Pathways to Employment Plan. As a result of the feedback from the consultation, the priority will be to take into account the specific needs of the following groups when projects are commissioned or when partners put forward interventions to support the delivery of the plan:
- Young people and NEETS
 - People with ESOL needs
 - Lone parents and carers
 - People with a disability
 - Graduates returning to Croydon
- 8.7 Further engagement with will be planned with people with a disability to identify support needs and ensure that Commissioning partners develop specific interventions and measures to increase the number of people with disabilities into employment.
- 8.8 The Pathways to Employment Plan will use the following main projects to help remove existing barriers to employability, jobs and skills:
- Establishing and delivering a “Work Readiness” programme for 5-18 year olds in Croydon schools and colleges through the development of supported internships, job shadowing opportunities and web-based employment support for young people.
 - Setting up and delivering an Employment Brokerage Hub that will help improve availability of education for young and adult learners, increase opportunities for employment and lead to reduction in poverty and inequality for all communities and equality groups.
- 8.9 When designing interventions to deliver the above Pathways to Employment projects the Council and partners will carry out appropriate engagement with different equality / community groups to identify the different employment and skills support needs. Additional work will be undertaken to analyse how these groups can receive the most appropriate, tailor-made support to enable them to compete successfully in the labour market.
- 8.10 The delivery of the Pathways to Employment Plan will enable the Council to advance equality of opportunity and foster good relationships between different communities across the borough. The plan aims to deliver economic growth and prosperity for all communities in the borough whilst focusing on those who are currently experiencing disadvantage and inequality. Economic growth is likely to bring more employment opportunities and provide a broader base for people to secure better life chances for themselves and their families.
- 8.11 The Council and its partners will implement the plan by ensuring that an inclusive approach is used to deliver economic growth and tackle disadvantage and by proactively enabling groups that share a protected characteristic to be part of that process. The plan will be delivered through a range of initiatives which will bring people together and give them common goals and objectives through employment.

9. ENVIRONMENTAL IMPACT

- 9.1 Creating more employment and increasing the business base in the borough will inevitably have some environmental impact on the borough's infrastructure and resources. Large regeneration projects are required to provide detailed environmental impact assessments as part of the planning process and this process will be rigorously followed in all cases. Smaller projects and initiatives will have to demonstrate that the developer is aware of environmental issues and will be supported to put in place measures to mitigate any adverse outcomes that might be expected.
- 9.2 The Council will ensure that all environmental considerations are given appropriate assessment at all levels of the delivery of projects which deliver more employment opportunities for the borough's residents.

10. CRIME AND DISORDER REDUCTION IMPACT

- 10.1 The suggested partnership approach will create more employment opportunities, which are a proven way of diverting people away from crime and disorder. Additional support is being provided to people on their journey to securing employment, which includes measures to address crime and anti-social behaviour.
- 10.2 The partnership will be working with all agencies, including those working with young people, who have previously been involved in anti-social behaviour to ensure that crime and disorder issues are tackled head-on.

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 11.1 Approving the suggested accelerated delivery of the approach to employability, jobs and skills will demonstrate the Council's commitment to facilitating and delivering regeneration and economic development in terms of increased employment opportunities across the borough.

12. OPTIONS CONSIDERED AND REJECTED

- 12.1 The following options were considered:

A. Do nothing – this will result in less employment opportunities as growth can also be achieved through other mechanisms, e.g. increased productivity, new technologies, etc. – rejected.

B. Delivery of the suggested approach to employability, jobs and skills – recommended.

CONTACT OFFICERS: Lisa McCance, Head of Economic Development, 0208 760 5655; Sylvia McNamara, Director of Learning School Improvement and Inclusion, 0208 760 5690

BACKGROUND PAPERS – LOCAL GOVERNMENT ACT 1972

There are no background papers

Appendix 1

Raising the Participation Age

Raising the Participation Age legislation gives the duty of remaining in education or training (which can be combined with part time work or volunteering) until their 18th birthday to the young person. It is not the duty of the school or college to ensure that this happens, although they are expected to facilitate the transition effectively and they will be judged by Ofsted on the proportion who progress into work or education. It is the responsibility of the Local Authority to intervene if a young person is judged as at risk of not participating in education, employment or training, or if they actually stop participating. Participation rates for 16/17 year olds in 2013/14 were in line with national averages (although below London); for 18/19 year olds however the borough is below national average.

Responsibility for Information, Advice and Guidance and the Closure of Connexions

In 2011 all responsibility for careers information, advice and guidance was taken from Connexions and Local Authorities and handed back to schools and colleges. The schools and colleges have not been well-financed to do this and therefore access to high quality advice and guidance is patchy.

The Wolf Review Reforms

The 'Wolf Review' of vocational education published in 2011 led the Government to withdraw the requirement for schools to provide work related learning in key stage 4. This resulted in many of Croydon's schools no longer offering work experience at key stage 4. In practice this has caused the key stage four curriculum offer in most of our schools to narrow and exclude most options that may have directly prepared young people for employment, particularly in the trades.

Changes to Apprenticeship Funding

Funding for Apprenticeships will now be applied for and go directly to the employers, who can then find their own training providers or in the case of some larger employers to provide the training themselves. This will have benefits for the Council, as a large employer, and it may support the provision of an Apprenticeship scheme (via a new job brokerage service). The process for managing the council's internal apprenticeship programme will be subject to further review.

The Introduction of Traineeships

Introduced in August 2013, Traineeships are designed to help young people (aged 16-23 (or 25 if the young person has a learning difficulty assessment)) who are focused on getting an apprenticeship or sustainable job but who do not yet have the skills or experience to compete successfully for vacancies. Traineeships are made up of three core elements: a work placement; work preparation training and maths and/or English if needed.

London Living Wage borough

Croydon Council is committed to do all in its powers to ensure the Croydon workforce is paid not the London minimum wage, but the London living wage, which currently is £9.15 per hour. There is political will across the capital to lobby businesses, large and small to adopt this practice as it is not only morally right, but also makes business sense to nurture and develop a sustainable employee base.

Expected end of Work Programme

The Work Programme (WP) has been the Coalition Government's flagship welfare to work programme but will begin to taper off from next April with a scheduled end in March 2016. The Department of Work and Pensions (DWP) are indicating that from hereon-in DWP will be looking at a range of options of W2W programmes from April 2016.

Role of the CFL Mutual

Although the Mutual will not play a role in meeting the council's statutory obligations regarding post-16 young people, its flexible nature and status as an independent company will make it easier for it to bid for Government and other funding for projects to support them.

Labour market

The overall employment rate in Croydon is 73.4% as compared to 70.5% across London and the England average of 71.9%. The overall unemployment rate in Croydon is 9.4% as compared to 8.2% across London and 7.1% nationally (England). Youth unemployment (16 to 24 year olds) in Croydon stands at 25.4% as compared 22.6% for London and 19.3% across England. All the above date refers to 2013/14. Croydon has the highest reducing level of claimants on JSP but has a significant issues with residents on ESA.

Taking into account the above and the expected population increase particularly of our young population the challenges facing the borough become apparent. The creation of low-waged jobs requiring low level of skills in combination with the long-term low aspirations of some disadvantaged groups presents multilevel challenges which need a partnership approach involving schools, training providers, employers and the public and community sectors to resolve.

Appendix 2

5-18 Croydon Work-readiness Commitment

Introduction

This is an early draft of an exciting commitment to Croydon's children to offer a locally-based curriculum that supports the development of the skills and knowledge needed to successfully progress into employment. It will be a curriculum-based programme of activities for learners aged 4-19 that build up their work-readiness and ability to make informed choices about careers throughout their time in Croydon's school and colleges.

The final version will be developed in partnership with employers, schools, colleges and other organisations and seek commitment to the projects on an annual basis. It will be an online resource so that it can be updated on a regular basis.

Employability skills

The skills highlighted below are those identified by the CBI as those key to success at work. They are self-managements; business awareness; problem solving; communication and literacy; application of numeracy and application of IT. Also included is 'making informed choices'; this refers to activities that allow the children and young people to learn about career options and pathways.

Projects and activities

The tables below include suggested local projects and collaborative opportunities that do not currently exist and would need to be organised and promoted. The business/web site based projects in the free optional provision and paid for provision already exists and can be access through the links below.

Education Key Stage	National Curriculum Subject	Examples of locally based optional project ideas	Employability skills developed	Free optional provision	Paid for optional provision
EYFS (Pre-school and Reception)	Learning about people who help us	Meeting doctors, fire people, nurses, paramedics, teachers etc – multi ethnic and both genders where possible. Asking them questions about their jobs.	Communication skills; making informed choices.	Local surgeries, vets, the London Ambulance Service and hospitals. Parents are often a good source.	
Key stage 1	<p>Design & Technology:</p> <p>Cooking & Nutrition DT1/2.1 Understand where food comes from</p> <p>Technical Knowledge: DT1/1.4a build structures, exploring how they can be made stronger,</p>	<p>Visit to Heathfield and/or Heathfield Farm – learn about key topic and jobs involved in food industry. Visit to a nursery to learn about buying and growing plants. Develop a plan to grow food in an allotment to feed yourself, with costs.</p> <p>Borough-wide competition</p> <ul style="list-style-type: none"> • Building the strongest house for the three little pigs with wind machine test. Which materials were best? • Keep a marble rolling for as long as you can using only re-used materials. Who can keep it going the longest? 	Self-managements ; business awareness; problem solving; communication; application of numeracy.	<p>Suggested local project and competition (Heathfield).</p> <p>Also Tesco – Eat Happy Project - The Farm-To-Fork trails and Connected Classrooms http://www.eathappyproject.com/</p>	<p>Jamie Oliver's Kitchen Garden Project http://www.jamieoliverfoodfoundation.org.uk/jamies-kitchen-garden?gclid=CK-ViOKrwsECFdTLtAodeF8AHw</p>

	<p>stiffer and more stable</p> <p>Science: Everyday materials</p>				
<p>Key Stage 2</p>	<p>Science – working scientifically. Plants.</p> <p>Humans – Impact of diet and lifestyle, Changes with ageing, Teeth care, Predators and Prey</p>	<p>Borough-wide competition</p> <ul style="list-style-type: none"> • Work with civil Engineers and architects to design a bridge between two local buildings with weight test. • Work with civil Engineers and architects to learn about building high rise buildings and build scale model. • Work with car designers to create a cardboard car that travels as far as possible <p>Growing crocuses project: Grow crocus bulbs in differing conditions such as different soils and with different energy and food sources. Evaluate the effect of the changes. Also learn about saffron and the source of Croydon's name. Speakers from Council's plants and flowers provider to support learning.</p>	<p>Team working; problem solving; application of numeracy; making informed choices.</p>	<p>Borough-wide competitions.</p> <p>Young Enterprise Enterprise Projects e.g. the Fiver Project – http://www.young-enterprise.org.uk/what-we-do/primary-programmes/</p>	<p>Science club: STEM BOXES, rented boxes to support the club, delivered to your door. http://www.hands-on-science.co.uk/workshop/energy-ball/</p> <p>Make a model set of teeth and learn about what caused them to deteriorate. http://www.hands-on-science.co.uk/workshop/teeth/</p>

Education Key Stage	National Curriculum Subject	Examples of locally based optional project ideas	Employability skills developed	Free optional provision	Paid for optional provision
Key stage 3					
Design and technology	<p><i>Evaluate</i></p> <ul style="list-style-type: none"> ▪ analyse the work of past and present professionals and others to develop and broaden their understanding ▪ investigate new and emerging technologies ▪ test, evaluate and refine their ideas and products against a specification, taking into account the 	<p>School projects:</p> <ol style="list-style-type: none"> 1. Local tech and engineering companies could meet with students and demonstrate their development processes. 2. Students could work on developing a product responding to a brief set by local companies. <p>COLLABORATIVE OPPORTUNITY TeenTech - A day long event involving local and national businesses with young people doing STEM based projects. E.G. http://www.teentech.com/regions-2/kent/</p>	<p>Making informed choices; team working; customer awareness; problem solving; application of numeracy.</p>	<p>School projects.</p> <p>STEM Clubs: http://www.stemclubs.net/</p> <p>Marble project and others. http://www.hands-on-science.co.uk/workshop/energy-ball/</p>	

	<p>views of intended users and other interested groups</p> <ul style="list-style-type: none"> ▪ understand developments in design and technology, its impact on individuals, society and the environment, and the responsibilities of designers, engineers and technologists 	<p>STEM/Reserve forces day – student design, test and build bridges and learn team building skills together with key STEM related knowledge.</p> <p>Borough-wide competition: Create a park ride for young children – work with the people in charge of Croydon’s parks and the suppliers of the equipment. Winner gets to see it being manufactured.</p>			
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History	A local history study	<p>Croydon Libraries: Use these links and Croydon Libraries to research into the town's history.</p> <p><u>Croydon Airport</u></p> <p><u>Surrey Iron Railway</u></p> <p>Borough-wide gallery of findings at the Fairfield Halls.</p>	Making informed choices; team working; communication and literacy.	Local history projects	
Citizenship	<p>The roles played by public institutions and voluntary groups in society, and the ways in which citizens work together to improve their communities, including opportunities to participate in school-based activities.</p> <p>The functions and uses of money, the importance and practice of budgeting, and managing risk</p>	Borough wide: Croydon Voluntary Association could identify speakers from local voluntary organisations/charities and send them to assemblies. Students could then work with the organisation to raise awareness of them.	Application of numeracy; communication; team working; problem solving; making informed choices.	<p>Financial education: Barclays Life-skills materials to help develop employability skills and financial management. https://www.barclayslifeskills.com/teachers/</p> <p>Mybnk Money Twist project: http://mybnk.org/mybnk-programmes/</p> <p>Enterprise Education: Young Enterprise Tenner Project http://www.young-enterprise.org.uk/what-we-do/secondary-programmes/</p> <p>Careers pathways for year 8+: https://nationalcareersservice.direct.gov.uk/youngpeople/Pages/Youngpeople.aspx</p> <p>GCSE Choices in year 9 with IT focus: http://www.bigambition.co.uk/14-16/tips--tricks/is-it-for-you/year-9---making-the-right-</p>	Enterprise Education : Young Enterprise Projects http://www.young-enterprise.org.uk/what-we-do/secondary-programmes/

				<u>choices/</u>	
Design & Technology	<p>analyse the work of past and present professionals and others to develop and broaden their understanding</p> <p>investigate new and emerging technologies</p>	<p>COLLABORATIVE OPPORTUNITY</p> <p>Tech City project – to be devised</p>	<p>Application of numeracy; communication; team working; problem solving; making informed choices.</p>	<p>Jobs involving technology/IT: http://www.bigambition.co.uk/Lib/BA/Assets/FlashActivities/Activities/DreamJob1/</p>	

Education Key Stage	National Curriculum Subject	Examples of locally based optional project ideas	Employability skills developed	Free optional provision	Paid for optional provision
Key Stage 4					
Citizenship	<p>Income and expenditure, credit and debt, insurance, savings and pensions, financial products and services, and how public money is raised and spent.</p> <p>Local Government Finances Project: Online resource that introduces the problem of making decisions over spending. Local Councillor could speak to students about the choices and the role of a council. Students could work in groups with materials (to be devised) to decide what a fictional council should buy.</p>	Application of numeracy; communication; problem solving;	<p>Financial Education: Barclays Life-skills materials to help develop employability skills and financial management. https://www.barclayslifeskills.com/teachers/ Barclays will also help with work experience.</p> <p>Pfeg My Money Week: Summer – activities and projects to improve students’ awareness and skills of financial management e.g. phone contracts; impact of inflation etc.</p> <p>http://www.pfeg.org/resources/mymoneyweek</p> <p>Mybnk Money Twist project: http://mybnk.org/mybnk-programmes/</p>	<p>Careers Specific</p> <p>Schools can get help to set up a ‘Career Academy’</p> <p>http://www.careeracademies.org.uk/school</p>	

					s.php
English - writing	Write a letter Respond to another piece of writing and extract information of relevance.	COLLABORATIVE OPPORTUNITY Could be a letter of application for a job or work experience placement responding to an advert, job description and person specification. Developed by business partner.	Communication and literacy;	Local project	
PSHE	Careers information, advice and guidance.	Job Centre Plus Local Offer - School-based guidance will be offered in a three stage approach: <ol style="list-style-type: none"> 1. Advice and guidance assembly about the role of JCP; the importance of thinking about career plans; the jobs market in Croydon and London and job finding. 2. Sessions with class groups of 30 about job finding, applications and 	Making informed choices; communication and literacy; Application of IT.	http://www.speakers4schools.org/ free industry leading speakers for schools/colleges. ONCE per year. Apprenticeships: IT examples, contents: http://www.bigambition.co.uk/it-apprenticeships/ Find a vacancy: https://apprenticeshipvacancymatchingservice.lsc.gov.uk/navms/Forms/Candidate/Apprenticeships.aspx Careers Specific Volunteers available from a wide range of sectors to talk about careers and their careers path so far.	http://www.schoolspeakers.co.uk/ - speakers to enterprise events. Prices range from £200+VAT and expenses upwards. A half day enterprise event from £625.

		<p>interviews. Personalised sessions with small groups and individuals who are applying for jobs.</p> <p>Council Work Experience: 50 new work experience placements to be made available in the academic year 2014-15 each with:</p> <ul style="list-style-type: none"> • Basic job description and personal specification • Work-readiness support, such as help with CV writing. • Basic application method starting on the council web site and including an interview (that is not for selection purposes). • Basis expenses package (to be decided) <p>3 work-shadowing opportunities with senior</p>		<p>http://www.inspiringthefuture.org/</p> <p>PWC Web site contents: Videos and FAQs about jobs in PWC Animation about choices after school/college including Higher Apprenticeships Employability guide: http://read.pwc.com/i/249007 PWC attend careers events</p> <p>National Careers Service: https://nationalcareersservice.direct.gov.uk/Pages/Home.aspx</p> <p>Jobs market information: https://nationalcareersservice.direct.gov.uk/advice/planning/LMIMaps/Pages/London/London.aspx</p>	
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		staff and cabinet members. Each with: <ul style="list-style-type: none"> • Summarised job description of person being shadowed • Proposed date/time 			
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Post 16

This key stage requires students to have access to mock interviews; guidance on job finding and applying for jobs. Students will also need guidance in choosing whether to go to University, get a job or enter an Apprenticeship. In this key stage students should go on work experience to support their choices.

Young Enterprise Company Programme - <http://www.young-enterprise.org.uk/what-we-do/secondary-programmes/company-programme/>

MyBnk – Financial Independence programme - <http://mybnk.org/programmes/financial-education-money-works/>