

**YEAR ONE EMPLOYMENT AND SKILLS IMPLEMENTATION PLAN**

**Appendix 3**

Objective	Actions	2018			2019
		April-June	July- Sept	Sept-Dec	Jan-March
1.1 <b>Bring employment and skills investment into, and maximising what is already commissioned for, the borough through other agencies, by incentivising and supporting providers to deliver services within the borough and helping residents to access and benefit from these opportunities.</b>	Develop relationships with external providers and assess their ability/needs to deliver in the borough and work with the council to deliver 1.2 – providing additional space and resources as needed				
	Negotiate referrals into their provision through 1.2 in return for management information on referral progress and success				
	Provide ongoing support and connections into existing and other initiatives/funding including the Apprenticeship Levy				
	Encourage providers to locate services in the borough and to work together for the benefit of local people and businesses				
1.2 <b>Enable cost savings to be achieved through sustainable and quality job outcomes for higher cost residents, by improving the coordination of existing employment and skills activity within the Council. Optimise returns for the borough from external investment through the establishment of a Referral Management System.</b>	Establish the service function by the end of April 2018 – including through recruitment of staff and putting in place the referral management system.				
	Agree internal case work model and referral process to ensure consistency across key services				
	Work together with services and partners to agree data sharing protocols, internally and externally				
1.3 <b>Ensure that additional investment secured by the Council through ESF/DWP and other sources, such as Section 106, is focused on plugging the gaps in mainstream and other provision and focused on supporting key sectors for borough (e.g. construction and health and social care) and / or removing barriers to jobs (e.g. supporting childcare provision).</b>	Develop delivery model to support current ESF/DWP investment to 2020.				
	Focus investment on areas which reduce dependency on benefits (i.e. by targeting those who are NEET, especially if for more than 6 months) / support service delivery (including access to childcare and self-employment of Personal Assistants). Support LTU and ESA target clients to get ready for the Work and Health Programme				
	Through greater intelligence on the local offer, work with providers to identify gaps in training and vocational provision and develop new projects/pathways for future delivery				
1.4 <b>Ensure that, where appropriate, the Council’s key strategies, procurement and</b>	Establish cross-Council agreement on the development and embedding of an Employment and Skills Impact Assessment process across the council				

	<b>commissioning activity and development plans realise opportunities for employment and skills investment into the borough.</b>	Establish cross council governance on employment and skills				
		Agree Terms of Reference for the governance body/ies, including arrangements for reporting on performance and successes				
2.1	<b>Work with key services to provide a continuous assessment of ‘at risk’ residents, and support them to access and sustain employment to reduce their risk of presenting to Council services, particularly housing.</b>	Agree a common assessment process across key council services to identify at-risk residents and, through a common action plan and referral process, recruit them into the appropriate service at earliest opportunity				
		Agree processes for sharing data and insight on client progress and savings achieved / costs avoided from early intervention				
2.2	<b>Develop agreements and new ways of working with businesses and local providers to help residents access sustainable, quality jobs through effective employer targeting, work interviews and phased employment, supporting transitions into work and providing in-work support to help residents sustain their employment and reduce their risk of cycling in and out of work.</b>	Work with internal services and external providers to agree and incentivise a common approach and messaging to local employers to support recruitment of residents				
		Use ESF and other funding to trial and evaluate new ways of supporting people (especially from target groups) into work in the borough				
		Commission and deliver job outcomes that are measured on quality and sustainability potential, ie status and pay level.				
2.3	<b>Work with key services within and outside the Council to help remove the structural barriers to employment faced by residents, such as access to affordable childcare and transport, as well as access to quality, relevant training.</b>	Use our resources and influence to work towards reducing barriers for our residents to access and sustain employment				
3.1	<b>Support key sectors critical to the Havering economy (construction) and delivery of council services (health and social care) through coordinated workforce development interventions.</b>	Identify support and funding to help key sectors, working with businesses and providers to better fit local provision to workforce needs				
		Use ESF and other resources to support sectors and use local assets better (e.g. through the development of a Construction Centre, and / or a bid for retail and leisure)				

3.2	<b>Support other and emerging sectors important to the growth and future prosperity of the borough (i.e. logistics, manufacturing, engineering and technology) through better targeting of workforce development support including apprenticeships.</b>	Agree a workforce development strategy for sectors and, through the employer brokerage service and in partnership with the Economic Development service and providers, package offers for sectors				
3.3	<b>Work with providers, schools and colleges to enable better connections and communication between local employers and providers, so that young people/residents access and benefit from local career opportunities.</b>	Develop an effective local partnership between providers and schools to improve the collective messaging to young people and learners on local career opportunities.				
		Streamline our collective engagement with local employers by agreeing common messages and engagement protocols to underpin a universal employer offer				