

<b>Report to:</b>	Overview and Scrutiny Committee (Regeneration and Skills)	<b>Date of Meeting:</b>	23 January 2018
<b>Subject:</b>	Action Plan on Employment Update		
<b>Report of:</b>	Chief Executive	<b>Wards Affected:</b>	All wards
<b>Portfolio:</b>	Regeneration and Skills		
<b>Is this a Key Decision:</b>	No	<b>Included in Forward Plan:</b>	No
<b>Exempt / Confidential Report:</b>	No		

### Summary:

1. Cabinet approved on 5<sup>th</sup> December 2013 a set of recommendations produced by the Overview & Scrutiny (Regeneration & Environmental Services) committee in relation to Employment Policy.
2. It was resolved that the Cabinet Member for Regeneration and Tourism be requested to develop an action/implementation plan for each of the agreed recommendations, including timescales and milestones for completion. 3. An Action Plan was subsequently agreed by the Cabinet Member – Regeneration at the meeting of 10<sup>th</sup> April 2014. It summarises activity across the portfolio, also identifying initiatives undertaken with other portfolio holders.
3. As a result of the expected impact of the Sefton Economic Strategy due to be adopted by the Council in 2018, the current update has varied from the earlier reports submitted to members. 5. As outlined below, the forthcoming Sefton Economic strategy will incorporate all the Council's objectives related to employment and skills for younger people and adults in the community, encompassing those actions which are the responsibility of the Investment and Employment services such as Sefton@work and Invest Sefton to deliver in addition to other actions undertaken across the wider Council.

### Recommendation(s):

That Members:

1. Note the progress achieved against the agreed objectives in the current reporting period.
2. Agree that future reporting on employment actions form a part of the performance reporting framework to be devised once the Council adopts the forthcoming Sefton Economic Strategy.

### Reasons for the Recommendation(s):

To comply with a decision of the Cabinet for an Action Plan with regular update reporting

**Alternative Options Considered and Rejected:**

Not applicable

**What will it cost and how will it be financed?**

There are no financial implications arising from this report.

**(A) Revenue Costs**

**(B) Capital Costs**

**Implications of the Proposals:**

<b>Resource Implications (Financial, IT, Staffing and Assets):</b>
<b>Legal Implications:</b>
<b>Equality Implications:</b> There are no equality implications

**Contribution to the Council's Core Purpose:**

Protect the most vulnerable: The Employment Plan specifically targets interventions designed to allow the most vulnerable residents access assistance to become re-engaged in the work of work through skills development and employability advice and guidance.
Facilitate confident and resilient communities: The movement of greater numbers of workless people in our community into sustained, productive employment is a key aim of the Employment Plan. There are clear links between the development of employability, increased engagement and the enhanced resilience of communities as employment results in less reliance on publicly funded support and greater personal autonomy and self-worth.
Commission, broker and provide core services: Not Applicable
Place – leadership and influencer:

The Council plays a central role in the development of Place in terms of employment through its economic development services, principally through Sefton@work, since its operations offer a vital component in the support system for our residents who are workless looking to be linked with employers who have work opportunities

Drivers of change and reform:

The Employment plan is a driver for change as it contains a suite of complimentary local actions taken by the Council with its stakeholders to improve the system of support for people who have low skills and are reliant upon out of work benefits.

Facilitate sustainable economic prosperity:

The Employment Plan facilitates economic prosperity since it operates as a bridge between the development of economic growth and the targeting of this growth to local residents least likely to otherwise benefit from such opportunities

Greater income for social investment:

The Employment Plan relates to social investment through several specific actions including a focus on determining appropriate means of supporting the local employment support offer in the longer term.

Cleaner Greener

The Employment Plan reflects the Council's commitment to sustainability through the promotion of sustainable working to local employers and the provision of a range of training and work opportunities for local people in sectors focused on environmental protection, biodiversity, green spaces, recycling etc. Services promote the use of public transport to both employers and jobseekers.

## **What consultations have taken place on the proposals and when?**

### **(A) Internal Consultations**

The Head of Corporate Resources (FD4997/18) and Head of Regulation and Compliance (LD4282/18) have been consulted and any comments have been incorporated into the report.

### **(B) External Consultations**

Consultations have taken place with representatives of the organisations who form the Sefton Employment & Skills Partnership Group.

## **Implementation Date for the Decision**

Immediately following the Committee / Council meeting.

**(Please delete as appropriate and remove this text)**

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### **Appendices:**

There are no appendices to this report

### **Background Papers:**

There are no background papers available for inspection.

## **1. Introduction/Background**

### **Sefton MBC – Action Plan for Employment – update at December 2017**

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#### **1. Overview of Progress**

##### The Centrality of Sefton's Economic Strategy

Since the production of the last report on the Employment Action to Overview and Scrutiny Members, the Working Party's recommended actions have been taken forward into the production of the broader Sefton Economic Strategy. The current status of the Strategy is that it will be undergoing a full consultation process early in the New Year of 2018 with the expectation that the strategy will be adopted by the Council later in 2018. It is for this reason that the current update report reflects progress on many of the action areas, while others have been rolled together as they will be described differently in the body of the Strategy as it progresses through the Council's processes. Numbering has been retained to reflect the original recommendations of the Working Party reports. It is intended that the Sefton Economic Strategy will form a significant policy pillar of the Council's Vision 2030 plans, providing an ambitious set of goals for the future of the Borough to enable it to realise its untapped economic potential in terms of Place, People, Business and Connectivity.

The Key overarching concept embodied in the Strategy that relates to the Employment Action Plan is **Inclusive Growth**. This asserts an aspiration that the Economic growth we wish to see in Sefton will work for all its residents, regardless of their skills or background. . The strategy will incorporate a holistic and expansive view of the Council's ambitions and objectives in connection with employment for key groups such as young people, people affected by ill health, people seeking higher paid , better quality jobs and people seeking second chances to engage in learning to improve their employability and people affected by Welfare Reform.

This has happened at a time when there has also been significant change in the senior management of the Council's services related to these service areas. There is a recruitment exercise currently in place to establish a new senior management position whose responsibility will cover all the areas included in this report. Despite this, significant progress continues to be made against the Council's objectives on employment.

## **2 Progress Against Recommendations:**

- (1) Actively supports and confirms the value of the proposed Member Reference Group for Economy, and requests that update reports on the work of the Member Reference Group are submitted to the Overview and Scrutiny Committee (Regeneration and Environmental Services)**

The latest available minutes for the Members Reference can be accessed here:



mrg september 17  
minutes.docx

- (2) Welcomes a holistic, authority-wide high-level strategy/policy that enables all Council assets to be organised in an effective way to contribute to regeneration and reduce the potential for 'silo working', thereby identifying regeneration as a cross-cutting theme across all Council activity, and requests the Head of Investment & Employment to bring forward a Place-Based Regeneration policy for members to consider**

The Cabinet received a substantial report on the Council's Core Purpose at its 12<sup>th</sup> January 2017 meeting. Place leadership and facilitating economic growth and prosperity are clearly stated as top priorities. The Council's regeneration ambitions are to be delivered through Framework for Change, and in particular the Growth Programme. The essence of the Growth Programme is to lay the foundations for long-term self-sustaining economic prosperity. The fundamental case for change is predicated on the need to:

The refreshed Sefton Economic Strategy Framework due early in 2018 will set out a number of priority actions which will deliver economic prosperity for Sefton. The alignment of service delivery arising from this strategy will promote improved co-ordination expected to lead to meaningful progress on our economic objectives. The strategic and organisational context described in the Economic Strategy will reduce silo working and deliver "inclusive growth" as a key cross cutting theme across the Council's entire operations.

- (3) Head of Regeneration & Housing and the Director of Corporate Support are requested to develop a Social Value Policy, underpinning the exercise of all the Council's powers including procurement, regulation and employment which would authorise specific obligations to be placed on providers relating to local jobs, skills and supply, and work toward publishing a set of ethical business statements that demonstrate the Council's commitment**

This objective is being progressed through the development of a corporate Social Investment Action Plan. This has been progressed through a cross-service task group

led by the Head of Commissioning Support and Business Intelligence with input from Investment & Employment officers and is due to go for full consultation via the Members Reference group on Public sector reform in spring 2018. Following this consultation, the Plan is expected to progress to Cabinet for adoption.

The aim of the draft plan aim is to build organisational and community capacity to enable social investment in community facing services as part of Public Sector Reform. We will measure our success by the extent to which we generate self-conscious commissioners maximising social value and social investment, assets and services transferred to emerging self-supporting markets, stimulate responsiveness in social finance providers and build a new generation of confident, capable and committed social entrepreneurs.

A key action of the Task Group is to inform the quality of commissioning across the Council to make sure that the opportunities for employment and skills gains for local people are maximised. Plans are currently in train to establish a Commissioning Academy to ensure that relevant staff across the LA have the knowledge about the Social Value Act and are fully aware of the Council's aims to maximise local employment and skills gains and are able to make timely and appropriate referrals to Sefton@work and Invest Sefton to ensure they are incorporated into commissioning processes.

The **Task Group**, undertaken throughout 2016 and early 2017 focused upon optimising the benefits of procurement for targeted recruitment, training and local suppliers. The approach was tested in two selected procurements, with a view to producing a suite of Engagement, Procurement and Compliance Procedures, including Key Performance Indicators, capable of being rolled out at scale (subject to Cabinet approval).

Preliminary results from a **pilot procurement** for Estates Maintenance show promising results from inserting a social value clause and facilitating pre- and post-tender contacts with benefit maximising services such as InvestSefton and Sefton@Work. As an example, from the first three contracts let, a spend of £860,000 per annum has generated an additional 2.5 electricians/engineers, 1 apprentice gas engineer, 220 work experience days, and £43,000 p.a. spend with a Sefton supplier (another £150,000 p.a. projected).



cmr 25.5.17 - social  
value.docx

Furthermore, the Council's economic development service through **InvestSefton and Sefton@work** has taken a proactive approach to targeting new opportunities at local suppliers, and helping them improve their offer the Council:

- Engaging and working with businesses, some of whom supply the Council, to assist them with bidding for Council contracts including workshops on Specialist Transport (20 businesses registered) and a planned 'Doing Business with Sefton Council' event on 22 February 2018
- Sharing good practice with businesses in relation to corporate social responsibility
- Developing policies with businesses to underpin tendering, including sustainability and CSR policies

- Educating businesses about the Social Value Act 2012, and how CSR including local jobs, training and local supply can add value to their bidding, and increase scores in some cases
- One-to-one training on the Chest and Contracts Finder contracts portal delivered as part of InvestSefton's Business Growth Hub programme
- Collaboration with the Procurement team on a maintenance framework. Resulted in working with appointed contractors to maximize job opportunities, and local economic benefit

The Open Golf Championship 2017 held at Royal Birkdale in July 2017 presented significant opportunities for capturing social value which were effectively maximised. Extensive employer engagement undertaken by Sefton@Work provided more than 300 temporary jobs for the event through local recruitment. Arrangements with Jobcentre Plus, local training providers and voluntary sector partners meant that significant numbers of local people were helped to access these temporary positions.

**(5) The appropriate Head of Service is requested to undertake a detailed investigation (with external expert assistance as necessary) on how to embed detailed obligations and operational targets and compliance regimes, proportional to the task, within planning consents and development agreements**

Capacity constraints have resulted in little resource being available to progress the work on obligations in this reporting period. However, voluntary agreements have been further developed and this has resulted in a number of improvements which are beginning to bear fruit in terms of the co-operation between the Council and developers. This has been achieved in large part as a result of greater communications and information sharing between services and increased transparency with Planning, Regeneration and Employment officers adopting shared goals on local employment.

A specific example of this has been the Inclusion of key referral contacts for economic development within the Council's recently revised Contract Procedure Rules. This requires any officer seeking to procure new goods or service to consider the impact of the new activity in terms of employment & skills and prompts them to seek out dialogue with economic development services. This has allowed officers to proceed with increased confidence in assessing the impact of additional employment and how this can be locally targeted through consultation with Sefton@work. Equally, it has also had the effect of greater consideration of the ability of local suppliers to respond to tenders offered by the Council and increase the responsiveness of local supply through Invest Sefton interventions.

The Council has continued to make considerable success (through Sefton@Work) in negotiating **voluntary employment agreements** with developers/end-users, and placing negotiated terms on planning applicants via **planning conditions** or **s106 agreements** which have led to significant numbers of local workless residents accessing jobs. Examples of this have been the High Point Care development in Maghull, where the employer worked in close collaboration with Sefton@work to deliver a number of local open days, and training interventions and the Kura Contact centre development where

the employer made use of Sefton@work's extensive database of local jobseekers for marketing their opportunities and worked closely on selection interviews, and feedback to applicants.

- (7) The Council, a representative of Hugh Baird College, Southport College and other Further Education providers within the Borough are invited to update the Overview and Scrutiny Committee (Regeneration and Environmental Services) annually on the progress of their proactive work in reducing NEETs in the Borough, including the use of all available evidence to identify NEET hotspots, preparation of intervention targets to reduce numbers in these areas, together with agreed robust systems for monitoring and evaluating the impact of joint interventions; and progress with other prevention/diversion measures including studio schools.**

An update with a detailed report on young people Not in Education, Employment or Training can be found elsewhere on this agenda.

- (9) The appropriate Head of Service , is requested to advise the Overview and Scrutiny Committee (Regeneration and Environmental Services) how Adult Community Learning can help to extend Digital Inclusion to hard-to-reach groups and to maximising opportunities for individuals to be trained up, ready for employment**

The Sefton Adult Community Learning Service has continued to expand its provision targeted at supporting people wishing to re-enter the labour market and refresh their skills profile. The proportion of courses now aimed at preparation has significantly increased over the reporting period and the delivery targeting those people learning for leisure purposes has been reduced.

Certain aspects of delivery including digital inclusion provision has been outsourced to better attract learners from specific areas of the Borough less likely to access learning and this approach has proven successful. Sub-contractors are deployed in the north and central areas of the Borough are particularly popular with learners seeking assistance with digital skills.

SACL has invested in increased capacity for marketing their offer and this has included staff time to develop referral pathways from Sefton@work, JobcentrePlus and other providers

- (10) The Head of Corporate Finance and ICT is requested to develop an integrated Strategy for Digital Inclusion**

The Framework for Change includes extensive proposals for renewal of the Council's ICT. To facilitate channel shift from analogue to digital, the FFC recommends the development of a **Digital Inclusion Strategy**. After due engagement and consultation, the Strategy will allow members to express their priorities for investment in digital inclusion, and for minimising the consequences of digital exclusion.

- (11) The Employment Development and Development of Local Town Centres and Economies Working Group recognises the excellent work already being undertaken by the "Family Turnaround" Team in Sefton and that an annual**

**report be submitted to the Overview and Scrutiny Committee (Regeneration and Environmental Services) to provide an update on the Team's progress in supporting Sefton's families.**

The Turnaround programme formally reports to two Cabinet members and it is through these routes that comprehensive performance reports are made on the full scope of the impact of the programme, taking into account the progress against the Payment by Results funding and the wider input to the national evaluation.

The employment offer for Turnaround is provided for through DWP nominated officers who are seconded to work on this thematic area for Sefton, a resource that has been made available to all larger LA areas. In addition, Sefton has also secured dedicated resource from Sefton@work to implement a whole family working methodology which has proven successful and led to a number of important changes in practice in incorporating employment conversations and interventions into social care and family support. There is an Turnaround Employment Operational group which meets regularly and provides opportunities for referrals to be made, intelligence sharing on families and shared case conferencing for families where employment forms a key part of their plans. Turnaround employment outcomes are validated rigorously and are only triggered where employment has been sustained for period of time set by DWP dependent upon benefit status of the individuals concerned. Turnaround employment outcomes therefore are particularly difficult to achieve under present circumstances where employment for introductory level jobs has seen a shift towards shorter term, less sustained employment opportunities. Despite these structural challenges, Sefton received a very positive outcome from the latest audit visit from DCLG.

To date, employment claims for Turnaround can be summarised as follows:

- 81 claims for Continuous Employment. This is for individuals coming off out of work benefits and maintaining employment for 3 or 6 months, depending on the benefit type. (Shorter terms of sustained employment achieved by Turnaround families cannot be claimed under this measure.)
- 186 claims for Significant and Sustained Progress. This is claimed once a sustained improvement against the Outcomes Plan for a family has been achieved for all of the identified issues.
- 65 of the claims for Significant and Sustained Progress featured Employability issues This is where family members in receipt of Out of work benefits have made verifiable progress to improve their employability work against the outcomes set in the Turnaround Outcomes plan).

Sefton@Work's role in Sefton Turnaround is supporting a multi-agency delivery approach to help more adults into work and programmes to build up their employability skills. A small team of experienced case workers have been assigned to the Turnaround

programme and have been given appropriately low caseloads in order to better reflect the intensity of personal support required by this group of families as they approach the labour market.

The subsequent gains in bringing employment into closer alignment with other support services addressing the broader needs of families is a key feature of this approach and offers some key learning for other employment programmes, including Household into Work Test agreed under the LCR Devolution Deal with DWP.

Recent developments have centred upon the enhanced flow of referrals between key workers engaged with vulnerable young people including young offenders and care leavers and their family members to Sefton@work. There have been significant successes gained working with this intensely complex group and there have been enhanced practices including the ability of nominated Sefton@work staff to access Childrens' and Adult Social Care MI systems. Making use of the opportunity of ILMs for these younger clients and their family members has led to some transformational outcomes, where Sefton@work had been able to advocate with specific employers able to provide

**(14) The Employment Development and Development of Local Town Centres and Economies Working Group commends the excellent work undertaken by Sefton@Work and InvestSefton in attracting new business to Sefton, supporting existing businesses already operating in Sefton and the day-to-day guidance, support and advice available to the residents of Sefton**

InvestSefton continues this work as the contracted Local Growth Hub for Sefton, one of six in each Local Authority area. Over the past year the team has continued to deliver both this and two European regional Development Funded Projects-Business Growth Programme and Place Marketing for Investment across the borough. InvestSefton is the strategic lead for these projects and key deliverables of note include:

1,500 business engaged directly through phone, 1:1 meetings, events, social media and [www.investsefton.com](http://www.investsefton.com)

- Helping to secure, attract or create over 1,532 job opportunities and generate £35m private sector investment
- Managed referral of Sefton businesses into other areas of public and private sector support including :

MSIF loan finance	25
New markets	41
Premises	22
Skills for Growth	7
Start up	91
Trade/export	5
International Business Festival 2018	10

- Securing new investments in Atlantic Park; Chancery Gate; Bootle Town Centre including Kura (200 jobs rising to 400), Domino (24 jobs and safeguarding 62), Home Office/Immigration Government departments (500 rising to 1,000 jobs)
- 8 events across Sefton attracting nearly 300 business owners/managers including Sefton Economic Forum; start up conferences; digital; safer transport and business continuity
- Developing Business Friendly Sefton activities across the council making it easier for local firms to access support from business facing services such as Planning, Regulatory, Procurement and Business Rates
- InvestSefton led on the delivery of the Investment and Hospitality days within the Sefton marquee at The Open Golf. Over 300 guests attended the 4 championship days, including investors, key operators within the visitor and conferencing industries and significant local businesses

Sefton@work is able to provide employability support for Sefton residents through its multi million pound ESF 'Ways to Work' programme and is taking advantage in jobs growth to secure employment for local people. Providing a range of employment support for workless residents aged over 16 including access to resources through personalised budgets. Since the beginning of the ESF programme, Sefton@work has:

- Supported 1470 individuals in accessing employment support, ranging from advice and guidance, action planning, confidence building, job applications, CV building, motivational training, Interview techniques, voluntary placement opportunities and paid work placements
- Been particularly successful in supporting residents with disabilities and health conditions in accessing Sefton@work services – nearly 500 clients since the start of the ESF programme
- Supported more than 400 previously workless Sefton residents have found employment through Sefton@work
- Helped more than 850 young people access their personalised budget of up to £500 to help them gain and sustain employment – funding has been provided for sustainable travel, equipment, training, licences etc
- Developed an Intermediate Labour Market Programme funding paid work placements for unemployment residents – currently more than 70 jobs have been created to date, and we are recruiting for an additional 30 places early in 2018

- Continued to deliver collaborative working across the authority aimed at tackling worklessness – examples include jointly funding and supporting the Aspiring Instructors programme with Active Sefton/Leisure services, helping local unemployed residents gain new wet and dry sports related skills
- Developed closer working practices with Adult and Community Learning Service, referring those in need of basic skills, training and qualifications and offering focussed job search and employability support to learners
- Continued to work in partnership across the borough, delivering outreach sessions in community venues including job search and training, ensuring our services are accessible across the whole of Sefton. Examples include the May Logan centre in Bootle and the Life Rooms in Southport
- Delivered customised recruitment sessions for employers to ensure opportunities are targeted at our workless residents and help local business to fill vacancies quickly and efficiently with the right staff with the right skills

**(15) The Head of Corporate Commissioning and Neighbourhood Co-ordination is requested to submit six monthly monitoring reports to the Overview and Scrutiny Committee (Performance and Corporate Services) and the Overview and Scrutiny Committee (Regeneration and Environmental Services) in relation to the impact on Sefton's Community of Welfare Reform**

The cumulative impact of Welfare Reform on Sefton has been picked up by the Sefton 2030 and Digital Inclusion strategies referred to in Q2 and Q10 above.

Welfare Reform and Anti-Poverty are now being taken forward with a new Action Plan and oversight from the Health & Well-Being Board. Sefton is one of the areas identified by DWP to have adopted Full Service Universal Credit from October 2017. This has introduced significant change for claimants and for those who are in low paid or unpredictable work. Recent changes have been announced following government announcements which have mitigated some of these changes but at the stage of writing it is too early to fully evaluate the impact Universal Credit is making in our communities and our labour market in a holistic way.