

# Redbridge **Employment, Skills & Enterprise** Strategy 2022 – 2027



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# Foreword



Cllr John Howard

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Redbridge has set out a bold agenda for inclusive growth, ensuring our residents and businesses benefit from regeneration and that local people are able to access the skills they need to take advantage of new opportunities. We aim to boost our local economy and make Redbridge the ideal place for enterprise, and for businesses to start, stay and grow; benefitting from the arrival of the Elizabeth Line and our east London location. However, the impact of Brexit, the effects of the covid-19 pandemic and the cost of living crisis have all combined to affect business survival rates, and impacted on our businesses ability to attract new skills and talent.

The Redbridge Employment, Skills and Enterprise Strategy has been developed with key partners and stakeholders. It sets out the skills and employment challenges and opportunities we face, along with priorities and actions required to respond to these challenges. Although we have a high proportion of highly skilled residents we also have higher than average levels of residents without qualifications, particularly in literacy, English language, numeracy and digital skills. We want to address the issues affecting residents stuck in low paid and insecure employment; giving them the skills and support needed to unlock their potential and secure “good work”. This will mean closer engagement with our local employers to promote fair pay, excellent working conditions and diversity in the workplace.

As a borough of small business we know that boosting entrepreneurship will be key to economic growth. We are committed to working with partners to develop an enterprise support offer for those looking to start a business or to become self-employed; and creating the environment our micro-businesses need to grow and thrive; benefitting from growing sectors including health & social care, construction, logistics and the green economy.

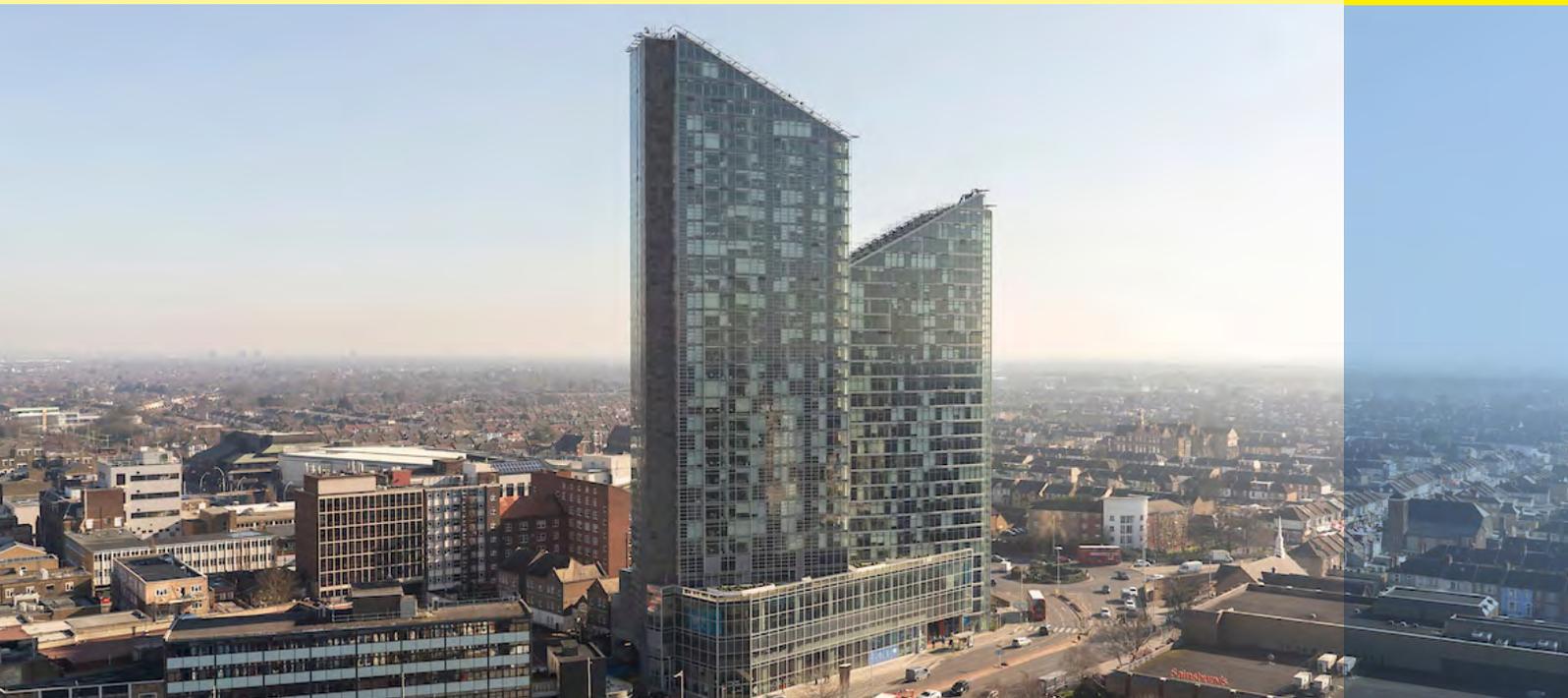
The Redbridge Employment, Skills and Enterprise Strategy will complement wider Local London growth strategies, creating an employment and skills ecosystem across the sub-region. Working together with our partners and key stakeholders we aim to better respond to the employment, enterprise and skills needs of the borough and ensure more residents and businesses can benefit from future growth and regeneration.

# Introduction to our Strategy

**We know that Redbridge is a place of great ambition and opportunity. We have a history of openness and diversity which is reflected in the range of languages spoken in our schools and communities. We also know that we are living and working in a volatile and uncertain world, with increasing and changing need for support, an unstable economy due to Covid-19 and the impact of both the UK's exit from the European Union and climate change along with a cost-of-living crisis.**

Against this backdrop, we need to focus on working in partnership to harness the creativity and drive that will enable us to create sustainable local solutions. With its capacity for growth and change, its diverse population, and partnership potential, Redbridge is well-placed to make this a reality.

Our strategic location at the intersection of both the Innovation Corridor (London Stansted Cambridge growth corridor) and Thames Estuary Growth Corridor, as well as our proximity to neighbouring boroughs delivering large scale regeneration and development programmes provides us ample opportunity to harness for our residents. The opening of the Elizabeth line, alongside our other strong transport links, places us in a unique position. Our aim is to exploit our strategic location and position our residents to benefit from both local and wider sub-regional opportunities. Our place within Local London, the sub-regional partnership of East London boroughs, further provides an opportunity to collaborate and innovate to tackle the issues of inequality within our borough and ultimately ensure we can increase economic prosperity and good work for all our residents.



Employment, skills and enterprise, access to good jobs, fair pay and resilience are key to achieving the ambitions we have set in the Redbridge Plan 2022-26. Our aim is to support the 'no wrong door' approach, ensuring a co-ordinated and joined up offer of employment and training support, so that residents can access the right pathways to employment, lifelong learning and career progression. The Council has an ongoing commitment to tackling deprivation and poverty and improving well-being. Supporting residents into work forms a key pathway to tackling poverty and helping residents to become financially resilient and independent.

This strategy builds on the work of the existing Work Redbridge partnership of employment, skills and training providers led by Redbridge Council. Redbridge has a relatively small provider network and relies on a few key strategic partners for delivery of most of the employment, skills and enterprise support to residents. Despite this, we are ahead of the curve and over the last 12 months have worked hard to integrate our employment support offer to deliver co-location of services from both within the Council, such as housing and welfare benefits, and externally with Redbridge Institute of Adult Education, Jobcentre Plus and Citizens Advice Redbridge.

We have started to develop positive relationships with our committed employers and have begun to understand the skills demands of the future. We now need to strengthen and build on this work and through the Employment, Skills and Enterprise Strategy delivery, work collaboratively to create a borough that better supports inclusive economic growth and opportunity for businesses, and ensures residents have all the tools they need to find secure, sustainable employment and engage in lifelong learning and development.

Our strategy links closely to the broader London strategic context including the Mayor's Skills Roadmap, Skills for Londoners strategy and the missions set out in the Jobs and Business pillars of the London Economic Recovery Framework which include:

- **Access to Services (no wrong door)**
- **Skills and Careers**
- **Good Work**
- **Growth Sectors**
- **Business Support**
- **Entrepreneurship**

We have also ensured our strategy is closely aligned to the Local London Skills and Employment Strategy 2022 – 2025 which sets out a broader sub-regional approach to achieving sustainable economic growth.

## Strategic Aims

The Redbridge Employment, Skills and Enterprise Strategy 2022-27 aims to develop a more integrated and aspirational employment and skills ecosystem across the borough that better supports inclusive economic growth; reduces inequality; increases economic prosperity and good work for all residents and supports and enables lifelong learning and development, particularly for residents who need more support to achieve their goals and aspirations.

# Borough Profile – Summary of key data

Understanding the data is crucial in being able to identify the gaps in provision and areas where broader support or interventions might be needed.

## Diversity



Redbridge is the fourth most diverse borough in England and Wales, with a high percentage of the population (**64.5%**) coming from a black or minority ethnic background, which is notably larger than the average BAME population (**43.1%**) for London. The number of residents born outside the UK is **43.4%** which is also higher than the London average of **37.6%**. It is therefore likely that these residents will have a first language other than English.





## Level of English Speakers



Based on the 2011 Census (the latest available data), **10.5%** of Redbridge's population cannot speak English well or at all. Currently, **67%** of primary school students and **57%** of secondary school students in the borough are known or believed to have a first language other than English.

## Schools and higher education

In 2020-21 Redbridge pupils had an average Attainment 8 score of **56.8** which is above the London average of **54.5**. Redbridge schools routinely see high numbers of school leavers progressing to Higher Education. In 2020, **67%** of school leavers went on to study at a UK higher education institution.



## Qualifications



The number of residents qualified to NVQ level 4 and above (**51.9%**) is below the London average of **59%**. The number of people with no qualifications has reduced from **7.9%** in 2019 to **7.4%**, however this is still higher than the London average of **5.5%**.

Residents with good qualifications, particularly young people are poised to be able to access opportunities in the sub region, London and beyond. However, given our demographics there is more intensive support needed for basic skills and an aspiration for all residents to achieve a Level 2 qualification.

## Employment



The borough's working age employment rate is **74.4%**, which is below the London and national averages of **79.5%** and **78.5%** respectively. Overall the employment rate is higher for males **84.0%**, (89,500), than for females **64.8%** (68,200).

The economically inactive rate in Redbridge is **28.5%** which is significantly higher than the London average of **20.6%**. Of those economically inactive, **14.4%** want a job, so it is essential to understand the barriers and ensure that this group have access to appropriate help and support to obtain employment. This also means there are many people in the borough who could be working however are finding difficulties in joining the labour market or are choosing not to.

Redbridge has a higher proportion of part time jobs **33.8%** than the London average **27%**.

The out of work benefit claimant rate rose from **5,285** in March 2020 to a peak of **16,720** in March 2021. This has reduced to **13,045** in September 2021 and further to **9,300** in July 22.

**51%** of jobs pay at least the London Living Wage (London average **80%**).

This is still a significant gender pay gap in the borough with women earning over **£180** less per week than men. Gross weekly pay for women is **£619.80** compared to a London average of **£676.70**.

## Housing



The impact of the London housing crisis has also had an influence on employment and skills. With a lack of affordable housing across London, more residents are moving into Redbridge in the hope of finding suitable accommodation. However, there are now **2,898** residents placed in temporary accommodation (TA) and anecdotal evidence suggests residents in TA find it increasingly difficult to find secure employment that gives them the financial security to move into the private rented sector.

# Business Profile

## Industry Sectors

Currently the highest percentage of jobs are within human health and social work at **16.9%**, which is significantly higher than London **11.3%** and Great Britain **13.6%**. The demand in the health and social care sector is likely to increase as demographic projections of Greater London indicates that the largest increase in ages between 2016-2041 will be residents aged **65-90**. Economic modelling data suggests that by 2031 there will be **15.4%** more roles within health and social care.

The number of jobs in the construction industry, **5.8%** is significantly higher than that of London **3.3%** and Great Britain **4.8%** and modelling data suggests there will be over 5,500 construction jobs in Redbridge by 2031.

By 2031 there are expected to be **22.4%** more roles within logistics and **15.4%** more roles available within the green sector.

## Small and Medium Enterprises (SMEs)

The Redbridge business base is made up of **94.7%** micro business (0-9 employees) which is higher than the London average of **90.9%**. In 2020, Redbridge had **16,895** registered businesses, including **2,535** business births, and **2,245** business deaths. Our current 1 year survival rate for businesses is **88.4%** which is slightly higher than the London average of **87.2%** however by year three the survival rate has reduced to **55%**.

## Self Employment

The percentage of the Redbridge workforce in self-employment is currently **8.8%** (**19,400**), this has reduced significantly from pre-pandemic levels of **16.6%**, indicating residents are more nervous about starting up in business. In the past year, Work Redbridge has seen an increase in self-employed residents seeking support to secure paid work to supplement self-employed incomes.





# The Redbridge Context: Building on our strengths

**We want our economy to grow in an inclusive way which works better for all our residents, and in which no one finds themselves excluded from opportunity. Our employers rely on access to a talented and skilled workforce, and many share our ambition to provide opportunity for those most in need. The future of Redbridge's economy will be determined by the people who live, study and work in the borough – whether they are established business owners, aspiring entrepreneurs, students or one of our 305,000 residents.**

The more our residents can make the most of their talents, the more resilient we can make our everyday economy and the faster our growth sectors, like logistics; the green economy; and construction can grow and prosper. This improvement will not happen on its own. We want to establish a more integrated and inspiring employment and skills ecosystem to enable seamless transitions as people move through different stages of learning and work towards the excellent opportunities in our local and the wider London economy.

We will do this in a way that recognises and addresses the biases and barriers to inclusivity faced by our communities that are often excluded from opportunity. The use and scope of digital tools and platforms has accelerated in new and innovative ways through the Covid-19 pandemic, enabling partnerships, connections and community engagement. This learning and experience can be continued in the future, whilst maintaining a focus on those who face digital exclusion and providing the skills they need.

The Redbridge Plan highlights the ambition to ensure no ward in Redbridge is deprived by 2040 and our strategy seeks to identify how we can deliver support and services in localities that need it most. Through the council's community hubs programme, we will ensure a 'no wrong door' approach to delivery and a stronger ability to co-locate multiple key services such as housing, welfare benefits, Citizens Advice Redbridge, Jobcentre Plus and Redbridge Institute of Adult Education's skills provision all in one place and within a half an hour walk from a resident's home.

The entrepreneurial character of the borough is demonstrated by our business base which is formed of 95% micro businesses. Support for enterprise will be key to ensuring businesses are able to start, stay and grow in Redbridge. This should be reinforced by an Inward Investment plan to attract new businesses to the borough and provide greater opportunities for local people.

The Council is the largest employer in Redbridge followed by other key Anchor Institutions including the NHS. However, through the Council's supply chain there is an opportunity to further exploit our purchasing power and ensure we maximise economic social value when we award council contracts. This could help with job and apprenticeship creation, careers advice and support as well as access to specific funding to target employment and skills support to those most in need.

As we continue to move into unprecedented and challenging economic times and with a changing London economy, our vision is to ensure Redbridge residents are offered the best opportunities to develop skills, secure excellent work opportunities both locally and sub-regionally and ensure our businesses are supported to grow and offer 'good work' to all.



# Our Priorities

We have utilised the data and our understanding of the current landscape, alongside engagement with a number of key stakeholders including Redbridge Institute of Adult Education, New City College, Department for Work and Pensions, Redbridge Connexions, Local London and key local employers to shape and inform the development of this strategy and its objectives.

We have also identified the communities and cohorts most in need of support and through the delivery of the strategy we will focus employment, skills and training initiatives on these groups, including prioritising them in the design and commissioning of services by the council and partners.

Our objectives are outlined below:

## 1 Create an intelligent employment and skills ecosystem

proactive in its response to changes in the economy, employer demand and the growth sectors of the future

## 2 Enable our residents to be more resilient and unlock their lifelong learning potential

through upskilling, reskilling, training provision and apprenticeships

## 3 Support our residents into employment pathways

with a targeted focus on those in most need

## 4 Promote and attract enterprise and champion our businesses to be inclusive and resilient

by tackling low pay and offering 'Good Work' to all employees

## 5 Maximise our purchasing power

to leverage employment and skills benefits for residents

These objectives have been expanded on below to include priorities and actions to remedy the challenges. The objectives cannot be actioned in isolation and therefore the priorities often inter-link.



We are ambitious that by addressing these objectives we expect to see a broad range of outcomes for our residents and businesses including:

- increase the Redbridge employment rate to be in line with the London average (Currently **79.5%**)
- reduce the out of work benefit claimant count to below 4% (Currently **4.7%**)
- increase the employment rate across targeted groups including BAME, residents with disabilities and over 50s
- increase the skills levels of residents, particularly those of working age with a level 3 qualification from **66%** to **71%**
- increase the number of jobs paid at London Living wage to be in line with the London average (**80%**)
- increase the one-year survival rate of businesses to **94%** (currently **88.4%**)

## Objective One

**Create an intelligent employment and skills ecosystem proactive in its response to changes in the economy, employer demand and the growth sectors of the future**

**Our current employment and skills ecosystem consists of a range of different providers from both the public, private and voluntary sectors. It is vital that we build on our existing partnership working to develop and deliver services in a co-ordinated and integrated way so that residents can access the right help at the right time. We are committed to delivering a 'no wrong door' approach so residents have access to the right support at the very earliest opportunity including information from council departments about housing, welfare benefits and childcare.**

We also need to ensure partners can play to their strengths, that we avoid duplication and instead pool resources to ensure the employment and skills ecosystem can be proactive in its response to ongoing uncertainty and change. By working collaboratively, we are likely to have far greater impact and better respond to both short term shocks or long term structural changes such as automation, sector growth and employer demand.

Although the predictions were that because of the pandemic the economy would see fewer jobs created, in Redbridge there are still a wide range of opportunities available for residents. However, the challenge is the mismatch between employer demand and residents' skills and availability. The type and quality of jobs available presents a further challenge with many roles being shift based, part time and relatively low paid. Current skill and labour shortages exist in several sectors including construction, health and social care and hospitality. We will work alongside our further and higher education providers to maximise training and job opportunities in those sectors where there is demand for labour and particularly where job growth offers opportunities for Good Work and career progression.

By maintaining an ongoing dialogue with our local employers, we will ensure we take an intelligence led approach to addressing the gaps and preparing our residents for the opportunities available. We will also give employers the opportunity to directly influence skills providers curriculum planning and help shape the way we offer careers advice and employability support to residents. In turn, this will only serve to enhance the employment and skills offer to residents and give them more direct access to the employers who are looking to recruit local people.

## CASE STUDY

We have taken an employer led approach and developed a new innovative Barking and Dagenham, Havering and Redbridge Care Recruitment Initiative that was established in March 2022. This provides a unique opportunity to begin to address the various recruitment and skills challenges within the sector and offers residents a direct link to local care providers who are looking to recruit local people. We will commit to building on this model and through quality careers advice and guidance, do more to promote the diverse range of excellent career opportunities and raise our residents' aspirations to work in health and social care.

We are also aware that Redbridge has several key growth sectors where we anticipate the largest number of job roles will be created in the next five to ten years. These sectors include the green economy, health and social care, construction, and logistics. There will be growth in these sectors both locally and across the sub-region and we will need to ensure we are well placed to maximise the opportunities through sub-regional partnerships as well as our supply chain.

We are ambitious that by using the data to analyse the growth sectors and the likely roles within them, we can ensure we equip our residents with the vocational and employability skills they need to be successfully employed in these areas. There will be a strong role to play for sector work academy programmes, apprenticeships, T Levels and broader work experience provision to give residents access to gaining the necessary skills within the working environment which is further outlined in Objective Two.



## Objective Two

**Enable our residents to be more resilient and unlock their lifelong learning potential through upskilling, reskilling, training provision and apprenticeships**

Creating a culture of lifelong learning in Redbridge will be central to developing and maintaining a skilled workforce that is able to meet the skills needs of employers both now and in the future. The data demonstrates that there are still significant gaps at a basic skills level with residents not having the English, maths and digital skills to be successful in the workplace. This sits alongside the need for more specific vocational and technical skills in line with the key growth sectors in the borough such as specific trades and skills related to the green economy.

Most employers now expect minimum English, Maths and Digital skills from those that they recruit alongside softer employability skills including communication and teamwork. We will ensure these basic skills courses are available to all residents, including those in work and commit to increasing the number of residents with a Level 2 qualification.

As one of the most diverse boroughs in the country, the demand for English for Speakers of Other languages (ESOL) courses remains high. Through working with our adult and further education providers, our ambition is to ensure that formal or community learning based ESOL training is available within a 30 minute walk from a residents' home. We will also work with our partners to ensure both employability, financial literacy and digital skills are embedded into the ESOL curriculum at all levels.

## CASE STUDY

The Redbridge Institute of Adult Education 'English for Everyday' project ran from 2020 – 22 and created a model that ensured employability, digital and broader soft skills were embedded into the ESOL curriculum. By offering students visits to local community venues and employers, learners were able to improve their confidence significantly. Upon completion of the course, many were inspired to move into further learning and many others had the confidence to apply for work. We will commit to build on this model and find ongoing ways to embed employability skills across all learning programmes.

We recognise the importance of supporting residents to improve their financial literacy including how to manage their money and basic budgeting skills. We will roll out a dedicated financial literacy training offer led by Redbridge Institute of Adult Education and in partnership with High Street Banks. We are also committed to helping residents to understand the financial impact of securing employment. The Council's Work Redbridge service will offer a 'better off calculation' to every resident receiving support which will help them to see the impact on their financial circumstances in finding work.



Local employers have highlighted that although many residents are well educated, they often lack the employability skills and confidence to produce quality applications for jobs and excel at interview. We will develop a more tailored approach to delivery of employability skills in both group settings and using a coaching and mentoring model to address this challenge at all skill levels. There is also an ongoing challenge that residents are not skilled for the specific job roles available. We will work with our adult and further education providers, alongside local employers, to roll out Sector Work Academy Programmes which offer short, intensive training programmes linked to specific recruitment opportunities and provide residents with the specific vocational skills required.

In work poverty is becoming of increasing concern within our borough with many residents in low skilled roles and lacking basic literacy and numeracy skills. Support for residents already in work is crucial. Encouraging them to further develop their skills in order to progress in their careers, will afford access to higher paid opportunities and increase their financial resilience. We want to develop a stronger in work support offer available to all residents and to ensure continuous professional development and lifelong learning is available to all.

Redbridge has a strong reputation for entrepreneurialism, and we want to strengthen our offer of support to new and start-up enterprises in the borough by providing a 'Skills for enterprise' programme which will provide the tools, resources, and test trading opportunities an entrepreneur will need to create a sustainable business. We will further commit to delivering skills and training provision that supports established businesses to survive beyond the second year of trading with a particular focus on sector and peer network support.

As outlined in objective one, our understanding of our growth sectors is vital in ensuring we offer residents the training, skills and knowledge of career pathways that we believe are to be in the greatest demand over the coming years. Ongoing employer engagement and a knowledge of the range of Government skills initiatives such as apprenticeships, T Levels and more flexible use of Adult Education Budget funding are all crucial in developing effective skills provision for those at all levels.



The introduction of T Levels presents a good opportunity for our younger residents to gain vital vocational skills through a 45 day work placement alongside their college based learning. We will ensure we support providers of T Levels to offer quality placements and young people are given impartial careers and education advice and guidance to help determine whether T Levels are the right pathway for them.

Redbridge Schools and Colleges, with support from the East London Careers Hub, follow the Gatsby benchmarks to deliver impartial careers advice to young people. Redbridge Connexions also offer targeted information, advice and guidance to young people at risk of being not in education, employment or training (NEET) or with Education Health and Care Plans. We believe all young people in Redbridge should have access to high quality, impartial careers and education advice and guidance, particularly focussed on providing information about the skills needs of the future. We will continue to support Redbridge Schools, the East London Careers Hub and Redbridge Connexions in this aim.

Apprenticeships also represent an excellent option for residents of all ages to develop their skills whilst working. Despite the opportunities for structured in-work training and vocational qualifications presented by apprenticeships, the take-up across all ages has been low. The number of apprenticeships offered by employers, especially SMEs, has also been low. We will work with our partners to better align the right kind of apprenticeships with job opportunities and viable careers pathways. Through this approach we will also seek to expand both the quality and number of apprenticeship opportunities and promote them in more engaging ways that resonate with our residents. Redbridge Council are committed to increasing the number of apprenticeship opportunities offered internally to 100 and we will use this as an exemplar when encouraging other employers to increase their apprenticeship take up. We will ensure that access to these opportunities is promoted deep and wide across the borough.

We currently work alongside a range of Higher Education providers including University of East London, Birkbeck and London South Bank University as well as Mont Rose College. The introduction of a Queen Mary University London teaching facility in the heart of Ilford will be the first step to strengthening our Higher Education presence in the borough. The Redbridge Plan also further outlines our commitment to securing a University Campus established in the borough and this would further inspire and strengthen access to Higher Education for Redbridge residents.

## Objective Three

**Support our residents into employment pathways with a targeted focus on those in most need**

Redbridge is one of the most diverse boroughs in the country which brings a wealth of benefits related to employment, skills and enterprise. However, we acknowledge that there are still many of our residents facing a wide range of barriers to work including language skills, childcare and a lack of flexible job roles. The Department for Work and Pensions have several national prime contracts to target support to specific cohorts which are contracted through Local London and are delivered by Maximus. Planned delivery of these contracts is due to end in 2024. Although these programmes target some key cohorts, given they are national programmes, they are not able to address local need as flexibly. Our strategy aims to identify where local delivery is likely to have far greater impact and focus our resources on these areas.

Along with our partners we are committed to reducing inequality and focussing interventions on those most likely to be disproportionately affected by unemployment, insecure work and low skills. It is important to note these residents may be claiming out of work benefits but may also be economically inactive. There will also be intersectionalities amongst the target cohorts.

### Universal employment support offer

The Council's Work Redbridge service leads the Work Redbridge partnership of employment and skills providers across the borough as well as delivering employment support to any Redbridge resident aged 18+. Work Redbridge Advisors also have specific specialisms including working with residents with substance misuse and mental health needs, disabilities, care leavers and those in housing need. We will continue to deliver employment advice to residents through Work Redbridge.

### Young people who are not in education, employment or training (NEET)

Our NEET figures in Redbridge are very low (**1.8%**) but are most stark amongst our care leavers. We will ensure care leavers are offered 1:1 support by either Redbridge Connexions or Work Redbridge and guaranteed work experience within the council and an interview for a council apprenticeship. We will work with Business in the Community to develop a mentoring scheme for young people aged 18+ to help them transition from education to employment and further develop the council's virtual Youth Hub.

## **People who are homeless or at risk of homelessness**

The Council's Think Work programme has begun to deliver more targeted support to residents in housing need, particularly those living in temporary accommodation or at risk of homelessness. We will further enhance this support to include wider local partners and ensure we addresses the wide range of challenges those facing homelessness may face. We will strengthen our programme with Business in the Community and Beam homeless social enterprise to offer a bespoke programme to roughsleepers in Redbridge to help them on their journey to sustainable employment and permanent accommodation.

## **People with health conditions and disabilities, including mental ill-health**

We know that there is a growing cohort of residents with disabilities and health conditions, particularly those with mental health needs and learning disabilities who require a tailored supported employment programme to help them to move into work. We are committed to working with a range of stakeholders including our own People Directorate and NELFT to develop a programme that offers supported employment to those who would benefit most. Employer engagement will also be central to developing this programme to ensure quality opportunities are created for residents.

## **People from Black and Minority Ethnic backgrounds (BAME)**

Over 80% of the residents the Council's Work Redbridge service regularly meet for employment support are from BAME communities and we understand the range of barriers that they face including language, conversion of overseas qualifications and limited knowledge of how to be successful in the UK labour market. We will continue to deliver targeted employability support to our BAME residents including access to ESOL courses, skills conversion and referrals to volunteering to build UK based experience.

## **Women, particularly those with caring responsibilities**

Women have long faced inequality when securing employment and access to affordable childcare can often be a significant barrier. Alongside key partners, we will deliver a targeted employment programme for women, which will include working with employers offering part time and flexible roles and ensuring we promote the Universal Childcare support offer. We will also embed support from the Redbridge Families Information service to ensure women are given all the information they need to make informed choices about work.



## People aged 50 and above

Residents over 50 were disproportionately affected by the Covid-19 pandemic and the number of over 50s claiming Universal credit rose by 60% and has yet to return to pre-pandemic levels. The opportunity to change career or retrain raises concerns for some and many lack the confidence to successfully return to the labour market. We are committed to ensure our older residents are supported at this stage of their careers and we will develop a one to one coaching and mentoring programme specifically designed to support this cohort with a focus on confidence building and high quality careers and skills advice.

## Long term unemployed

Like many London boroughs, Redbridge has a number of residents who are long term unemployed and particularly vulnerable. In some of our most deprived wards, there is an ongoing challenge of intergenerational unemployment which is a multi-faceted problem. Some residents face multiple barriers to employment, and in some instances, encouraging them to ensure they are maximising all the benefits available to them is a more appropriate response than supporting them into work. We will continue to work closely with the Council's Welfare Benefits team to ensure that those residents who need it are offered all relevant benefits. In tandem we will continue to encourage long term unemployed residents in receipt of benefits to engage with activities that will enhance their CV, increase their confidence and improve their well-being to improve their future employment prospects.

Throughout delivery of this objective, we will use our established community-based organisations, housing associations, children's centres, the emerging community hubs and other local organisations to deliver targeted support in those areas within Redbridge where we know our communities most need it. Part of our commitment to partnership working is a goal to build trust and local capacity where it is needed and to better co-ordinate the work of local providers to ensure no resident is left behind.

## Objective Four

**Attract and promote enterprise and encourage our businesses to be inclusive and resilient, by tackling low pay and offering 'Good Work' to all employees**

**Redbridge has adopted an open for business approach and we are committed to ensuring we create the right environment for enterprise to thrive and for businesses to be resilient enough to start, stay and grow. We also recognise the potential to attract new enterprises to the borough through regeneration and growth opportunities. We will commit to establishing an inward investment offer that promotes Redbridge as an attractive location to do business and encourages key business sectors to locate here.**

We know that Redbridge is an entrepreneurial borough, and we want to support residents who have a business idea to start and thrive. We will work alongside our partners to develop a clear 'enterprise support' offer for those looking to start a business or become self-employed. This will include navigation to support available through the London Business Hub and other enterprise agencies across the sub-region.

We are committed to delivering a Business and Enterprise Hub in Redbridge alongside an emerging workspace offer and we want to maximise the potential of these physical assets and ensure Redbridge entrepreneurs can benefit from them. In a borough with so much start up activity which struggles by year 3, we will respond to the need to nurture businesses to develop and survive beyond their third year of trading. Our ambition is that the Business and Enterprise Hub will become the focal point of support for new and existing businesses to access the support they will need throughout the lifecycle of their business.

Building on the entrepreneurialism of our borough will be key and we want to ensure we promote enterprise and listen to our businesses to understand how they can best be supported. Throughout the Covid-19 pandemic, the Council's Business and Enterprise team developed several support programmes to ensure businesses were able to navigate through the volatility of the times. This included the Local London eBusiness programme which supported businesses to have a stronger online presence and reach more customers, a ready to supply programme delivered by East London Business Place which equipped businesses to have the skills to tender for public and private sector contracts and the Review and Recover programme which helped businesses to assess their existing business model and access support and resources to help make changes that improve their performance. These programmes have had a real impact in maximising the potential of our small business base and we will scope the potential to build on the programmes that have been most successful.



## CASE STUDY

The Council's Business and Enterprise team has developed a programme of peer networks to better support businesses within key sectors that were most affected by the covid-19 pandemic. These peer networks use an active learning practice model to help businesses identify the areas of improvement and development within their business and share best practice with their peers. Engagement with peer networks has led to increased sustainability and growth for businesses. Linking businesses together provides opportunities for learning and collaboration, and cross-sector groups can help develop the borough's internal market and even foster new areas of business. We will commit to delivering more peer networks across a range of sectors including the care and hospitality sectors.

We acknowledge the importance of social enterprise for the wider community. We also recognise the need to understand our current landscape and develop a stronger relationship with established social enterprises to ensure they can raise their profile and get access to the bespoke support that they require including peer support, training, and access to grants.

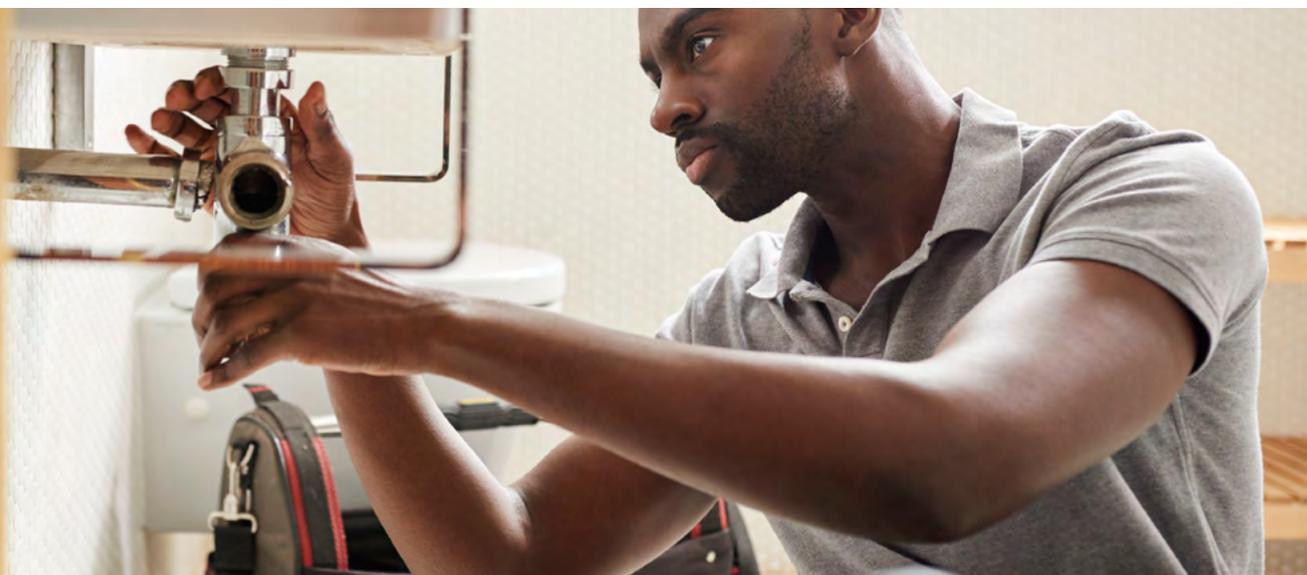
We will use our newly established Business Forum to listen to businesses and understand the support and advice they need and ensure they have the tools to grow. Our local business networking groups can help the borough put forward a strong enterprise voice and contribute to a better understanding of the support needs of businesses in different stages of the enterprise lifecycle.

As we support our businesses to grow, we expect many to create employment opportunities for our residents. Through encouraging our businesses to be inclusive, we want to work in alignment with the Mayor of London's Good Work Standard that brings together best employment practice and champions businesses to offer four key pillars:

- 1 Offering fair pay and conditions including paying London Living Wage to all employees and contracted staff
- 2 Developing a Health and Wellbeing plan for the workplace
- 3 Offering Skills and progression for staff
- 4 Develop action plans to tackle gender, ethnicity and disability pay gaps at all levels of their organisation.

By becoming a 'Good Work' employer, our businesses can benefit from attracting and retaining the best skills and talent, see reduced absences and sick leave, increased productivity, and cost savings. We will develop a Redbridge Business Charter that includes the ambition that businesses sign up to offer Good Work. We will also work in partnership with the Living Wage Foundation to encourage more businesses in Redbridge to be Living Wage Foundation accredited. We also want to promote the Government's 'Disability Confident' agenda and ensure employers are equipped to recruit residents with disabilities.

Employer engagement will be central to the success of this ambition, and we will need to work in collaboration with partners already engaging with businesses to promote the Redbridge Business Charter. The council will be an exemplar of Good Work and lead the way in encouraging other employers, whether Anchor Institutions or smaller local businesses, to follow suit.



## Objective Five

### Maximise our purchasing power to leverage employment and skills benefits for residents

The Council and other key Anchor Institutions, including the NHS, have a collective local spending power of several billion pounds a year with the potential to deliver significant social value through responsible procurement. We will commit to becoming an exemplar and through the council's supply chain ensure we maximise economic social value for our residents. This could include job and apprenticeship creation, careers advice and work experience as well as access to specific funding to target employment and skills support to those most in need. We will work in partnership with corporate procurement colleagues and contract managers to ensure the council's social value delivery mechanisms maximise employment and skills benefits for local residents.

## CASE STUDY

The council's Economic Development team have worked collaboratively with other council departments to ensure our highways maintenance contractor, Kenson Highways, delivered maximum economic social value for residents. By working collaboratively, we were able to gain commitment to create local training, apprenticeships, work experience and job opportunities for residents as well as funding for a bespoke employment programme for residents interested in construction. One young NEET resident who attended the employment programme (ringfenced for NEET 18-24 year olds residents) was able to demonstrate his interest in the sector and by the end of the 4 week programme had secured a Level 4 apprenticeship in highway maintenance. We will commit to replicating this model across council contracts and creating ringfenced opportunities for our residents.

Redbridge has a good pipeline of development over the next decade that could create around 500 new jobs per year. We have established a developer obligations Supplementary Planning Document to ensure development activity plays its part in the provision of local jobs and skills as well as contributing to funding for skills programmes. We are mindful that this may change in the future as a result of the Government's 'Planning for the Future' White Paper<sup>26</sup>, however, we will continue to work in partnership with our planning colleagues to ensure developer activity in the borough promotes good local employment and apprenticeship opportunities. Opportunities through development activity should reflect the whole life pipeline and include job and apprenticeship opportunities with architects, project managers, contractors, and end use operators. Where the council is developing its own land, we will commit to delivering all the obligations within the Supplementary Planning Document to ensure maximum opportunities are created and ringfenced for residents.

We will ensure that as employment and skills opportunities are created through procurement and development, roles are ringfenced for residents and local employers are supported to provide quality job opportunities, including paying London Living Wage and offering good working conditions. We will encourage employers to commit to positive employment practices and sign up to our Redbridge Business Charter. The council's Work Redbridge job brokerage function will work closely to support contractors and developers who create opportunities to fill them with quality, skilled residents.

The Council and NHS are the two biggest employers in the borough and both face challenges in sourcing the quality staff they need. For example, there are ongoing skills gaps in social work, across entry level healthcare assistant roles and in higher level clinical roles including midwives and nurses. Redbridge's role in the Mayor's Academy Health hub will focus on employer engagement with NHS and CCG colleagues to ringfence opportunities for residents. Our adult and further education providers will support residents with the skills they need to address gaps. We will also seek to develop volunteering and work experience pathways with the NHS as a route into the health sector. The council's Work Redbridge service will play a key role in providing careers advice for those interested in working in health, as well as the job brokerage function to help place suitable residents into the opportunities available.

The council's fair recruitment policy has a commitment that all internal opportunities graded at an LBR6 (**£29,500** per annum) or below will be ringfenced for residents engaged with the Work Redbridge service before going out to external advert. To date, this has successfully given residents, including a significant percentage of BAME (**80%**) and female residents (**68%**), access and support to secure council jobs who may otherwise not have been able to. We are committed to continuing the delivery of this approach and look to roll it out across appropriate Anchor Institutions and particularly with NHS opportunities in Barking and Dagenham, Havering and Redbridge Hospitals and Barts Health Trusts.

Through maximising employment and skills opportunities for our residents we will have much cause to celebrate success. We will work collaboratively across council directorates to ensure the process of monitoring employment and skills commitments and delivery is strengthened and that we utilise opportunities to promote and champion where social value benefits have directly benefitted residents. We will commit to sharing stories of the impact this leverage work is making to residents' lives and ensure this helps act as a catalyst for the creation of further employment and skills benefits.





## Delivering our Strategy

**A strong partnership approach will be essential to delivering sustainable employment, skills and enterprise interventions. We will establish a new Redbridge Employment, Skills and Enterprise Board (RESEB) which will consist of key local education providers, public sector organisations, private sector businesses and representatives of community level delivery organisations including Maximus who are delivering the DWP jobs plan programmes – WHP, JETs and RESTART in Redbridge.**

The Board will be chaired by a local Employer and will lead this strategy and contribute to its delivery. Through the RESEB we will need to deepen our collaboration with partners but also focus on systems change to address barriers whilst always capturing learning so we can adapt and improve as we progress. The Board will work to better join up supply and demand within local labour markets and take a proactive approach to utilising intelligent data to project future employment trends. Given the current economic uncertainty, this strategy is designed to be adaptable so that we can learn from our delivery and respond quickly to any changes in the wider economy.

We will also ensure we have the representatives we need on the RESEB to reflect the strategic input and diversity of knowledge and experience we need to deliver this strategy. We have developed a set of outcome measures to monitor our positive impact and frequent reviews of our data and delivery activity will help us to highlight and respond where we don't see the change we're looking for. Our strategic goals for employment, skills and enterprise are supported by specific objectives, headline actions and priorities for the next 3-5 years and key measurable outcomes which are outlined in our Action Plan (Appendix A).

The Redbridge Employment, Skills and Enterprise Board will need to play a range of different roles to achieve the ambitions in this strategy. These can be summarised as:

- **Strategic leaders – setting and leading the agenda for employment, skills and enterprise in the borough**
- **Advocates for the involvement and leadership of people with lived experience, so that solutions and services are co-designed wherever possible**
- **Navigators and coordinators – developing a more integrated system for employment and skills, with clearer pathways across a range of provision to support people into good jobs based on well managed and maintained relationships with key employers and sectors**
- **Funders and commissioners – building and sharing an evidence-based approach to funding decisions on programmes and services**
- **Anchor institutions – ensuring jobs and opportunities are created directly within these employers, and through supply chains**
- **Providers – Redbridge has a small but responsive institutional and provider network, delivering education and a range of vocational training and employment support services**
- **Employers and businesses – providing good jobs and opportunities for local people, benefiting from a committed and skilled local workforce**

## Performance Framework

Our strategy Performance Framework will be developed in line with the Redbridge Plan outcome measures and framework. The RESEB will receive regular reports on the high level outcome measures which will be used to understand whether the objectives are being achieved.

Our key outcomes are to:

- **increase the Redbridge employment rate to be in line with the London average (Currently 79.5%)**
- **reduce the out of work benefit claimant count to below 4% (Currently 4.7%)**
- **increase the employment rate across targeted groups including BAME, residents with disabilities and over 50s**
- **increase the skills levels of residents, particularly those of working age with a level 3 qualification from 66% to 71%**
- **increase the number of jobs paid at London Living wage to be in line with the London average (80%)**
- **increase the one year survival rate of businesses to 94% (currently 88.4%)**

# Appendix A

## Employment, Skills and Enterprise Strategy Action Plan 2022 - 2027

This Action Plan will specify the programmes and actions, and partners who will lead in order to meet the objectives set out in the Employment, Skills and Enterprise Strategy.

### Objective One what we will do

Priorities	Actions	Who	By When	Outcome Measures
<p><b>Drive forward the delivery of the Employment and Skills Strategy in Redbridge benefitting from innovative and collaborative approaches</b></p>	<p>Establish a Redbridge Employment, Skills and Enterprise Board with a focus on improving the strategic coordination of employment and skills activities and with key employer representation</p> <p>Mapping employment and skills landscape / digital offer clear.</p> <p>Develop a data and intelligence led approach to inform skills and training needs that meet employer demand</p> <p>Adopt a collaborative approach, sharing best practice and opportunities to leverage external resources</p> <p>Drive continual improvement in quality and standards across skills and employment activities in the borough</p>	<p>Lead: LBR</p> <p>RESEB members to include DWP, Redbridge institute, New City College, Key local Employers – NHS, Alstrom, Care Providers Voice, Kensions, Chamber of Commerce representatives, Prime providers – Maximus, LBR HR, Connexions, Citizens Advice Redbridge, Redbridge CVS and Local London</p> <p>GLA Datastore / Potential University research support</p>	<p>Year 1</p>	<p>Creation of Redbridge Employment, Skills and Enterprise Board, Terms of Reference and Quarterly meetings</p>

Priorities	Actions	Who	By When	Outcome Measures
<b>Develop a 'no wrong door' offer to residents that includes an integrated delivery model for employment and skills support</b>	<p>Ensure the Local London Integration Hub develops 'Redbridge integrated support offer' - ensure a clear web and digital offer to residents</p> <p>Establish co-location delivery of support between key strategic partners including Work Redbridge, Redbridge Institute, Citizens Advice Redbridge, New City College and Department for Work and Pensions</p> <p>Deliver a clear 'Day one offer' to residents who are newly unemployed including a better off calculation – partnership of Work Redbridge, Redbridge Institute and New City College</p> <p>Continue the roll out of the Council's Think Work programme across all internal departments, promoting access to the wider employment and skills ecosystem</p> <p>Work in partnership with the Community Hubs team to ensure the employment and skills ecosystem is delivered from locations and within wards that are most in need</p>	<p>Local London</p> <p>Work Redbridge</p> <p>Redbridge Institute</p> <p>New City College</p> <p>JCP</p> <p>Citizens Advice Redbridge</p>	Year 1	<p>Creation and delivery of 'day one' offer from key employment and skills partners</p> <p>More robust co-location and service delivery from key identified wards (Loxford, Hainault, Goodmayes)</p>
<b>Deliver the Local London Works ESF programme to support some of our most vulnerable residents into sustainable employment (2022-2024)</b>	<p>Delivery of a targeted employability programme for those on out of work benefits or economically inactive to both develop basic skills and access secure and sustainable employment</p> <p>Develop this model and use to bid for further external funding including DWP Community Budgets and UKSPF People and Skills funding</p>	<p>Work Redbridge</p> <p>With support from Redbridge Institute and Jobcentre Plus</p>	Year 1-3	<p>280 residents supported through the Local London Works programme and 85 supported into employment</p>

Priorities	Actions	Who	By When	Outcome Measures
<p><b>Understand and respond to Employer Demand to help drive the way the employment and skills ecosystem functions</b></p>	<p>Carry out a listening exercise with our 10 largest employers and key sector representatives to understand the local skills gaps</p> <p>Develop programmes of employment and skills delivery that respond to the identified gaps</p> <p>Use the RESEB insight on skills needs to identify the skills and qualifications required in our key sectors, especially those with skills shortages, and collectively ensure that local provision can meet these needs – either through existing funding streams or through supporting bids and fundraising by local providers</p>	<p>RESEB</p> <p>Key local employers and Anchor Institutions</p>	<p>Year 1-2</p>	<p>Improved employer engagement and a more open dialogue between providers and employers</p> <p>Develop a shared employer database for those partners responsible for employer engagement</p>
<p><b>Ensure a sector focussed approach to maximise opportunities to residents in key growth sectors (Health and Social Care, Construction, Green and logistics)</b></p>	<p>Ensure maximum benefits are realised for Redbridge residents from the GLA Mayor’s Academy Hubs in the Health, Green / Digital and Creative sectors</p> <p>Develop campaigns for the promotion of growth sector roles to ensure residents are aware of the range of career pathways within sectors</p> <p>Fully establish the Care Recruitment Initiative model and monitor outcomes with a view to embedding a sustainable model</p> <p>Work alongside the Local London Green Skills lead to develop a Green skills strategy</p>	<p>GLA Mayor’s Academies Leads</p> <p>Local London</p> <p>RESEB members</p> <p>Care Providers Voice</p>	<p>Year 1 - 5</p>	<p>Increased percentage or residents working in growth sectors</p> <p>Clear and established promotional campaigns to raise the profile of under-represented sectors</p> <p>Creation of a green skills strategy</p>

## Objective Two what we will do

Priorities	Actions	Who	By When	Outcome Measures
<p><b>Enable adults to reskill or upskill to support access, resilience and progression in the labour market</b></p>	<p>Provide training and support to people who have recently lost their jobs, providing short and intensive courses which will retain their motivation and help them secure employment as the economy recovers.</p> <p>Roll out delivery of a 'Preparing for Work' passport to help support residents with the range of employability skills they need to access to work</p> <p>Include a robust financial literacy module in appropriate skills courses to help residents with money management and budgeting</p> <p>Support residents engaged in nonaccredited community-based adult learning to progress into accredited learning or employment</p> <p>Introduce a 'Skills' Single Point of Contact to provide impartial skills advice about the range of local training available and support with completion of basic skills assessments</p> <p>Skills for Enterprise programme - Sign-posting to quality enterprise and start-up support and further develop provision within the borough</p>	<p>Led by Redbridge Institute</p> <p>Supported by High Street Banks</p> <p>Redbridge Economic Development Team</p>	<p>Year 1 - 5</p>	<p>Increased percentage of working age residents with a level 3 qualification.</p>
<p><b>Ensure that the local skills offer is flexible, able to support more disadvantaged residents and linked to the needs of the local economy</b></p>	<p>Deliver sector based work academy programmes, providing short and intensive training for unemployed residents directly linked to upcoming job vacancies</p>	<p>DWP</p> <p>New City College</p>	<p>Year 1-2</p>	<p>Increase in delivery and take up of Sector Work Academy Programme</p>

Priorities	Actions	Who	By When	Outcome Measures
Ensure all young people have high aspirations, are well informed and have access to high quality careers support, training and opportunities with employers	Build on the work of the successful East London Careers Hub programme to increase engagement between local schools and employers to deliver careers education and employability support to young people and their parents/carers	Local London and East London Careers Hub Connexions	Year 2 Year 2	Creation of a Participation / NEET Strategy
	Develop a Participation / NEET Strategy to highlight how we target more intensive support to those young people who are NEET or at risk of NEET, care leavers or those with involvement in serious youth violence  Continue delivery of virtual Youth Hub to bring access to careers, education and employment resources into one place	Work Redbridge / Connexions	Year 1 - 5	
Improve the choice and relevance of available apprenticeships and increase the number of residents that benefit from apprenticeships	Work with local employers to create a range of apprenticeship opportunities  Ensure Apprenticeship learning provision and opportunities are aligned with the future skills and trade needs from major employers in Redbridge  Build sector links and partnerships to engage employers in delivery of apprenticeships and T levels (Health, Digital and Business, Early Years)  Leverage apprenticeship opportunities from the Council and large local anchor institutions  Coordinate the transfer of unused apprenticeship levy from larger organisations to support SMEs increase apprenticeship opportunities  Deliver pre-apprenticeship training and support programmes, ensuring people are prepared and motivated for upcoming apprenticeship opportunities, in both Redbridge and beyond  Coordinate promotion of apprenticeships as a positive opportunity to young people, families and teachers Improve the accessibility of local apprenticeships by drawing together all of the local opportunities into a more coordinated offer, for example through a dedicated website or hub	RESEB New City College LBR HR / Social Value leads	Year 1 - 5	Increased number of apprenticeships created  Increased take up of apprenticeships by residents

Priorities	Actions	Who	By When	Outcome Measures
<b>Basic Skills for work - ESOL</b>	<p>Map entry and higher level ESOL offer and promote through 'Skills Single Point of Contact'</p> <p>Develop ESOL pathways leading to employment</p> <p>Develop borough wide ESOL Strategy</p> <p>Develop provision to meet demand for informal ESOL</p>	<p>Redbridge Institute</p> <p>New City College</p> <p>WR</p>	Year 1 - 2	Residents to have access to ESOL provision within 15 minute walk of home
<b>Basic Skills for work – Digital</b>	<p>Map existing digital skills training and support</p> <p>Identify need and develop new short courses to provide advanced digital skills to support residents with re-skilling and re-training</p> <p>Promote and deliver digital and business T levels</p> <p>Promote the Redbridge virtual Huawei Academy with higher level digital training</p>	<p>Connecting Redbridge</p> <p>Work Redbridge</p> <p>Redbridge Institute of Adult Education</p> <p>New City College</p>	Year 1 - 2	Increased percentage of residents with Level 1 or higher digital skills
<b>Improve the support available to those already in work to upskill, reskill and progress</b>	<p>Upskill low paid and low skilled employees in the borough through the 'Progress at Work' programme</p> <p>Reskill people from sectors affected by COVID-19 structural changes into sectors that are more resilient and likely to grow in the future such as Health &amp; Social Care; logistics and the Green Economy</p> <p>Develop and deliver an in-work progression advice and training offer, supporting people to move out of low paid roles</p> <p>Ensure the local training offer is accessible for people who may not be able to study during normal office hours e.g. parents, people in work</p>	<p>RESEB</p> <p>Redbridge Institute / NCC / Work Redbridge led</p>	Year 2 - 5	Increased percentage of working adults earning the London Living Wage
<b>Higher Education Offer</b>	<p>Continue to build links with Higher Education Providers and encourage residents to aspire to gaining higher level qualifications</p> <p>Support the Redbridge Borough Plan ambition to attract a Higher Education provider to establish a campus in Redbridge</p>	LBR	Year 2 - 4	Introduction of higher education campus in Redbridge

## Objective Three what we will do

Priorities	Actions	Delivered by	By When	Outcome Measures
<b>Targeted approach – young people</b>	<p>Ongoing delivery of Virtual Youth Hub</p> <p>Develop youth employment pathways - Promotion of Local London Start Careers platform</p> <p>Targeted provision for Care Leavers and young people at risk including case loading approach for all NEET care leavers</p> <p>Work Redbridge joint work with Redbridge Connexions to ensure most appropriate support available to young people</p> <p>Create additional apprenticeships through employer engagement and work with anchor institutions, S106 and Social Value (see Objective 5)</p> <p>Promotion of apprenticeships to young people, schools and families/carers as a positive alternative to university and academic qualifications</p> <p>Local London Careers Hub East – Enterprise Advisor network in schools</p>	<p>Work Redbridge</p> <p>Redbridge Connexions</p> <p>Youth Service</p> <p>DWP</p> <p>Local London</p>	Year 1 onwards	<p>Reduced percentage and number of young people who are not in employment, education, or training, particularly care leavers</p> <p>Care Leaver NEET figure reduced to 20% or below</p> <p>100 new apprenticeships created across Council and external employers</p>
<b>Targeted approach – residents at risk of homelessness</b>	<p>Continue the roll out of the Think Work campaign to maximise referrals from across the Housing service</p> <p>Utilise the Work Redbridge specialist housing advisor to support residents referred through LBR housing to move into sustainable work and ensure through an in work support offer residents are able to progress into the private rented sector</p> <p>Work alongside key partners to identify the needs of roughsleepers and those at risk of homelessness to develop programmes that are sustainable and will best address their needs</p> <p>Promote the BEAM project and ensure this is focussed on supporting residents who are most vulnerable</p>	<p>LBR Housing</p> <p>Salvation Army / Welcome Centre</p> <p>Work Redbridge</p> <p>BEAM homeless social enterprise</p> <p>Business in the Community</p>	Year 1 onwards	Increase the percentage of residents who are homeless of at risk of homelessness moving into employment

Priorities	Actions	Delivered by	By When	Outcome Measures
<b>Targeted approach – disability and health issues</b>	<p>Continue to promote and support delivery of the Work and Health programme</p> <p>Continue the delivery of Work Redbridge specialist support for residents affected by Substance Misuse and Mental Health</p> <p>Further build on the integration of a JCP Disability Employment Advisor co-located alongside the Work Redbridge advisor team</p> <p>Develop a Supported Employment Offer aimed at supporting residents with mild to moderate mental health or learning disabilities into sustainable employment</p>	<p>Maximus</p> <p>Work Redbridge</p> <p>DWP/Work Redbridge</p>	Year 2 onwards	<p>Reduction of residents claiming the ESA element of Universal Credit</p> <p>Delivery of a supported employment programme</p>
<b>Targeted approach - BAME</b>	<p>Ensure we understand the needs of our BAME community and that the Work Redbridge service continues to offer targeted support as needed</p> <p>Work alongside Redbridge Institute to ensure specific skills courses for those with language barriers / overseas qualifications etc are developed</p>	<p>Work Redbridge</p> <p>Redbridge Institute</p>	Year 1 onwards	Reduction in BAME out of work claimant count
<b>Targeted approach – Women</b>	<p>Work alongside JCP and the Families Information Service to ensure women are given the information they need to access appropriate and affordable childcare</p> <p>Establish peer support work clubs for women to help improve confidence and motivation and provide the skills needed to access job opportunities</p> <p>Engage with local employers to encourage them to offer part time and flexible working opportunities that better meet the needs of those with caring responsibilities</p>	<p>JCP / Families Information Service</p> <p>Work Redbridge</p>	Year 2 onwards	Reduction in women out of work claimant count

Priorities	Actions	Delivered by	By When	Outcome Measures
<b>Targeted approach – 50+</b>	<p>Utilise Adult Education Budget funding to develop a bespoke programme to develop Digital and Employability Skills</p> <p>Promote the National Careers Service offer for residents affected by redundancy who 50+</p> <p>Work in partnership with Business in the Community to develop a coaching and mentoring programme for 50+</p>	<p>Redbridge Institute</p> <p>Work Redbridge and NCS</p> <p>Business in The Community</p>		Reduction in 50+ out of work claimant count
<b>Support for longer term unemployed / vulnerable residents</b>	<p>Continue the Think Work programme and support existing Council Service users engaged with services including housing / welfare benefits and the People directorate</p> <p>Work alongside the LBR Welfare Benefits team and Citizens Advice Redbridge to ensure Benefits Maximisation is realised for our most vulnerable residents</p>	<p>Work Redbridge</p> <p>LBR</p> <p>LBR Welfare Benefits Team</p> <p>Citizens Advice Redbridge</p> <p>Maximus</p>		400 IAG appointments delivered by WR to residents referred by internal Council services
<b>Encourage Entrepreneurial activity amongst target cohorts</b>	<p>Develop an enterprise support offer for those looking to start a business or become self-employed including signposting to wider sub-regional and regional enterprise programmes</p>	<p>Business and Enterprise Team</p> <p>Redbridge Institute</p> <p>Local London</p>	Year 2 onwards	Increase in sustainability of businesses

## Objective Four what we will do

Priorities	Actions	Delivered by	By When	Outcome Measures
<b>Create the environment for enterprise to thrive</b>	<p>Develop an enterprise offer to enable businesses to start, stay and grow</p> <p>Align the support with the delivery of the business and enterprise hub</p> <p>Utilise business networking groups to better understand the support needs of businesses</p>	<p>LBR Business and Enterprise Team</p> <p>Local London</p> <p>London Business Growth Hub</p> <p>Redbridge Chamber of Commerce</p>	Year 2	<p>Increased sustainability of businesses</p> <p>Increased number of businesses established in the borough and paying business rates</p>
<b>Encourage businesses to be inclusive and sign up to a Good Work charter</b>	<p>Develop a Business Charter that requires local employers to offer 'Good Work' including paying London Living Wage and becoming Disability Confident</p> <p>Actively seek local Champions to promote the Good Work agenda and use peer networks in key sectors to encourage businesses to sign up</p> <p>LBR to be an exemplar of good work</p>	<p>LBR Business and Enterprise Team</p> <p>LBR HR</p>	Year 2	<p>Higher number of local employers signed up to the Living Wage accreditation, Mayor's Good Work Standard and Disability Confident</p> <p>Reduction in jobs paying less than London Living Wage</p>
<b>Attracting new businesses to move to Redbridge</b>	<p>Develop an Inward Investment Plan that identifies the types of businesses we would like to encourage to move into the borough</p>	LBR Business and Enterprise Team	Year 3	<p>Increased number of businesses started or relocated to the borough</p>
<b>Ensure effective Employer Engagement across provider landscape</b>	<p>Develop a co-ordinated approach to employer engagement, sharing information and join up of messages and offers to employers</p> <p>Support employers to ensure recruitment practices are strong including quality JDs, contracts etc</p>	RESEB	Year 1,2	<p>Increased number of vacancies to attract diversity in the workplace</p>

## Objective Five what we will do

Priorities	Actions	Delivered by	By When	Outcome Measures
<b>Ringfence opportunities for Redbridge residents through Council and Anchor institutions</b>	Continue the delivery of the LBR6 ringfenced recruitment project and seek to develop a similar programme with Anchor Institutions	Work Redbridge LBR HR Anchor Institutions	Ongoing	Increased percentage of Council staff living locally
<b>Ensure Council and Anchor institution procurement leads to employment and skills opportunities</b>	Map current and forecasted employment/ apprenticeships through Social Value Agree targets to secure, fill and monitor employment and apprenticeships through social value Getting Ready to Supply –programme to help local businesses access contracts	Work Redbridge Anchor Institutions LBR Business and Enterprise	Year 2	Number of jobs and apprenticeship opportunities created through social value Number of businesses accessing local contracts
<b>Utilise S106 opportunities and development activity to create opportunities for residents</b>	Map current and forecasted employment/ apprenticeships through S106 and capital projects Agree targets to secure, fill and monitor employment and apprenticeships through S106	LBR Planning Work Redbridge	Ongoing	Development of S106 employment and skills monitoring framework
<b>Ensure maximum economic Social Value is leveraged from Council contracts</b>	Develop a Social Value Plan to maximise local labour and procurement benefits from all major contract awards Ensure a clear monitoring framework is developed that applies across all contracts and clearly evidences impact	LBR Social Value working group	Year 2 - 5	Delivery of Social Value Plan including monitoring framework

