

Enfield Skills & Employment Strategy 2008 - 2011

Summary report of the Enfield Skills & Employment Strategy
commissioned by
Enfield Education Business Partnership
for consideration by Headteachers / Principals and Governing
Bodies of schools and colleges in the Borough.



Leading learning and skills



Synopsis

This document provides a summary of Enfield's Skills and Employment Strategy which was adopted in October 2008 by Enfield Strategic Partnership. This summary has been prepared by Enfield Education Business Partnership (EBP) for consideration by the Governing Bodies of schools and colleges in the Borough. It describes the economic challenges facing Enfield and some of the new policies which are required to ensure that the Borough's residents can prosper during a period of uncertainty and change.

The evidence assembled by the Strategy shows that Enfield has gone through a period of considerable change – and will face an equally challenging future. The Borough's population has grown, is becoming younger and more diverse. However, a significant and growing minority of its residents are becoming less prosperous and less able to succeed in the labour market. Just over 30% of our residents are not in work and about 29,000 adults claim a benefit. The lowest levels of employment are amongst young adults, women and disabled people and their situation has worsened slightly over recent years. Most of the workless population wants to get into employment but many face multiple barriers to work – especially low skills and this problem is far worse in Enfield than many other Boroughs.

At the same time, the economic health of the Borough has worsened. The Borough has suffered a gradual but persistent loss of private sector employment over the past decade although much of the decline has been masked by a significant growth in public sector jobs. The firms that remain in the Borough tend to be quite small and suffer from low productivity making them extremely vulnerable in a recession. There is quite a poor rate of new businesses being created and many of the new firms tend to remain very small indeed thereby contributing few additional jobs. The key problem is that the Borough has not benefited from the kind of rapid growth seen elsewhere in London because it does not have many jobs in sectors like business services, cultural, hospitality, retail, health and social care. The Borough needs to get more of the knowledge intensive and high technology jobs that pay their employees well and which can survive through difficult times.

Analysis of the future labour market in the Borough indicates that a good supply of jobs will be created over the next decade – even if there is a period of recession. Most of these new jobs will require high level skills with around a third being filled by people with level 4 qualifications. Almost a half of all new jobs will be in the top 3 occupational groups (managers, professionals and technical/associate professionals). Only about a fifth of the new jobs are likely to be filled by people with quite low skills. The likely growth areas will be in retail and wholesale, hospitality, business services and the public sector.

Elsewhere in London, the demand for higher qualified people may be even greater. By 2020, it is estimated that about a half of all jobs in the Capital will require a Level 4 qualification. Although many people in Enfield work locally, just over a half work elsewhere in London so the pattern of London-wide demand is equally important to the future prosperity of the Borough's residents.

The Skills and Employment Strategy describes a series of actions that will help raise skill levels and equip residents for the types of jobs in the future. It also sets out a plan to reduce

worklessness by working with employers to increase the number of jobs available to jobless residents; overcoming the multiple barriers to starting work faced by many people; and making sure that people going back into work do not get stuck in a cycle of low pay.

The Strategy also identifies the changes that are already happening in Enfield's education system that should raise achievement levels and help equip the Borough's young people with the vocational skills and aptitude that will be in-demand from employers in the near future.

What does this all mean for the Borough's schools and colleges?

One key goal in the Every Child Matters framework is 'Achieving Economic Well-being'. Much of the evidence shows that many children and young people in Enfield are already experiencing the effects of living in poor families, including those in workless households. The ambition of all public institutions in Enfield must be to break the cycles of inter-generational poverty, low aspiration and under-achievement. To do that, schools and colleges in particular need to ensure that our young people achieve good qualifications and useable skills. But they also have to leave the educational system with a mature and well-developed understanding of the labour market and the ability to keep on learning whilst in work.

The analysis contained in the Skills and Employment Strategy is clear about the occupations and industry sectors that will grow in Enfield and elsewhere in London. It foresees that employers will soon require up-to-date vocational skills and expect increasingly higher level skills of attainment from their recruits. So there are a number of issues / implications and possible actions for school and college governing bodies to consider:

- a) How does the school / college access to adequate information about the emerging labour market and the expectations of employers to inform staff and pupils?
[Secondary Schools / Further Education Colleges]
- b) How does the school / college formally adopt the intention and modify the curriculum to equip their students with the skills required in a more knowledge-based and higher technology working future? *[Secondary Schools / Further Education Colleges]*
- c) How does the school / college formally report their position on Achieving Economic Well-being and Work Related Learning activity in the School Improvement Plans, SEF and SAR? *[Primary Schools / Secondary Schools / Further Education Colleges]*
- d) What further activities might the school / college consider in addition to the range of existing connections to employers? *[Primary Schools / Secondary Schools / Further Education Colleges]*
- e) How should the existing curriculum be adjusted to make sure that pupils / students engaged in more academic courses also benefit from a base of vocational knowledge? *[Primary Schools (eg the Rose Report) / Secondary Schools / Further Education Colleges]*
- f) How should the school / college develop the closer involvement of employers in their day-to-day activities so that pupils / students get a clearer understanding of the world of work? *[Primary Schools / Secondary Schools / Further Education Colleges]*
- g) The Diploma offer in Enfield remains at an early stage, so are there are other ways of offering an alternative curriculum work-focussed offer within the 14-19 phase?
[Secondary Schools / Further Education Colleges]

Introduction

1. The Borough of Enfield is going through a period of profound economic and social change. In response to many of the challenges facing the Borough, the Enfield Strategic Partnership commissioned a detailed assessment of the future labour market in the borough and developed an action plan to equip Enfield residents with the skills that will help more of our residents into good quality work. The Strategy and associated action plan were adopted by the Strategic Partnership in October 2008.
2. The overall aim of the Strategic Partnership's is to increase jobs and wealth in Enfield, to tackle worklessness, deprivation and create a more socially cohesive Borough. To make sure that our residents can secure a good standard of living and follow their ambitions and goals, we will need to concentrate on:
 - Creating more jobs
 - Fostering enterprise
 - Getting more people into work and helping them stay in work
 - Increasing the skills of our residents.
3. Achieving these goals against the backdrop of a sharp downturn in the economy raises many tough challenges. But, even if the recession is deeper and longer than expected, economic growth will return and the long term challenges of creating a healthy, competitive and prosperous local economy will remain. That is because, even during the boom times of the last decade and a half, there have been serious weaknesses exposed in Enfield's economy.

We are a fast changing Borough

4. Enfield is a Borough of many contrasts. It combines outer London's cherished greenspace and prosperous suburbs with industrial and commercial areas and residential neighbourhoods that are now undergoing comprehensive economic and social regeneration. As a growing Borough that contains 285,000 people and 91,000 jobs, Enfield is a good place to live and to work.
5. But we are undergoing a process of transition as rapid demographic change begins to alter the character of much of the Borough – and this is mainly due to migration. Over the last 5 years, on average each year, almost 19,000 people left the Borough whilst roughly the same number migrated in. Of this annual total, about 4,000 was due to international migration and the remaining 15,000 attributable to people coming to Enfield from elsewhere in the UK, including other London Boroughs. This turnover is equivalent to 7% of the Borough's population changing every year and, where this population "churn" includes children, it presents a particular challenge for our schools.
6. As a result, we are becoming a more diverse place and gaining a younger population. Between 1991 and 2006, our population has grown by 10% whilst our working age

population has increased even faster. Less than 60% of our population is now classed as white British and the increasing diversity of our population, particularly the arrival of migrants, has begun to have a significant impact on our labour market. Amongst the Borough's children this diversity is even more pronounced – with only about a third of children being White British. Across the Borough we now have about 45% of primary pupils and 35% of secondary pupils for whom English is an additional language.

7. Over the last 15 years, the Borough has also become a far less prosperous place. Of the 181 small neighbourhoods that make up our Borough, 44 are ranked as being in the worst 10% nationally for income deprivation. Worse still, the number of such neighbourhoods doubled between 2004 and 2007. And there are even more of these neighbourhoods – some 55 – which are in the nation's worst 10% for income deprivation that affects children. About a quarter of pupils in primary schools and a fifth in secondary education are eligible for free school meals. In the nine wards on the eastern side of the Borough about a third of all pupils qualify.
8. The underlying factors causing low income are the growing numbers of people who rely on benefits and the numbers of people who are on very low earnings. Enfield has experienced one of the sharpest rises in people claiming incapacity benefits anywhere in the country and the number of lone parents on Income Support has risen consistently during the past decade. In total, we now have around 29,000 people receiving benefits in the Borough and this represents 17% of the entire adult population. More significantly, the population on benefits is concentrated in the east and southern parts of the Borough so that in some neighbourhoods, up to a third of all adults are benefit claimants.

Enfield's local economy is weak

9. The nature of Enfield's business base has changed significantly as the industrial heritage has been replaced by many retail, wholesale and haulage firms. Ten years ago 1 in 7 jobs were in manufacturing and today it is just 1 in 14. Our remaining manufacturing firms have become more specialised and some have concentrated on higher value, knowledge intensive processes and products. But many others have either left the Borough or stopped trading altogether.
10. Many of our old factory sites are being redeveloped into modern business parks that house a wide range of new firms. These new businesses are attracted by our good location, proximity to key transport nodes and by the attractiveness of the residential areas that are within easy access for their employees.
11. But Enfield still needs to expand, modernise and diversify its employment base. This means encouraging new firms and start-ups but also retaining and growing the Borough's existing businesses. Over the most recent five years, we have seen that manufacturing has continued to shrink but wholesale and retail have grown – as have the hospitality sector, construction and general business services.
12. The Borough's economy still has too many firms that are in low growth sectors and these have only limited scope to contribute new jobs. The Borough has fewer of the

kinds of businesses which have underpinned the growth dynamic in the overall London economy for the past twenty five years. In particular, it lacks the businesses that have high productivity and economic output and which contribute to London's internationally-facing competitive advantage. Most of these businesses tend to be in high technology or knowledge intensive occupations and industry sectors. London has almost 6 out of 10 jobs located in these sectors – one of the highest concentrations anywhere in Europe and significantly higher than any other city or region in the UK. However, in Enfield barely 3 out of 10 private sector jobs are in these knowledge intensive or high technology sector.

13. So, Enfield needs to reduce its reliance on firms in declining sectors and expand its share of businesses in these sectors that have been doing well elsewhere in London. Unfortunately, we have faced some significant obstacles to business growth: transport bottlenecks, blighted industrial sites and, in some neighbourhoods, by poor quality urban fabric, degraded environment and the perception of high crime rates – particularly violent crime.
14. Instead we must acquire a greater share of the kinds of firms that have done extremely well in the overall London economy – especially business services, high technology manufacture, cultural, hospitality, retail, health and social care. These should be recognised as the Borough's priority growth sectors
15. Most of the Borough's recent employment growth has been a consequence of public sector expansion. This is less likely to continue in the near future and more jobs growth must be generated in the private sector. However, public bodies will still continue to provide many jobs and, unlike the private sector, have a greater scope to deliberately recruit local people and create progression routes, especially in health and social care. Enfield Council itself has recently committed to creating and encouraging apprenticeships within its own workforce and amongst its contractors. However, a key part of this strategy must be to re-balance the Borough's labour market and to increase the share of overall employment that is driven by the market rather than by public spending.
16. The Borough also has to strengthen demand and capacity in our town centres – for retail, leisure and other consumer services – that will meet the needs of the Borough's residents and attract visitors. Our Town Centres have become more vibrant with the arrival of new leisure and cultural attractions, higher quality retail and many small firms operating in the business services sector. New types of housing have sprung-up in our town centres as a young and relatively affluent population has arrived and chosen to live in neighbourhoods that offer a new buzz and excitement. Reflecting this, the latest figures show that retail, distribution and hospitality now account for a third of all jobs in the Borough.
17. We also have an advantage that comes from our strategic location. A key part of our employment base forms part of the Upper Lee Valley. This is a distinctive area of intensive commercial and industrial activity that crosses Borough boundaries to include parts of Haringey and Waltham Forest. A long history of industrial restructuring

combined with significant population movement has led the Upper Lee Valley to become an area that has faced many problems.

18. Major efforts at physical regeneration have rescued many brownfield sites and have brought infrastructure investment and modern factories, warehousing and retail into the area to replace lost industries. Furthermore, the area has been earmarked as one of the strategic growth corridors for London and south eastern England which will result in substantial housing growth and associated businesses and services.
19. As a result, the Borough sits at the London end of a new “growth corridor” into Hertfordshire, Essex and Cambridgeshire that will link our part of London with Stansted, Cambridge and Peterborough. An area which is intended to accommodate a large part of the new growth generated in London and the South East is on our doorstep and we should maximise the advantages this opportunity presents. A significant part of our Borough consists of the 6 mile Upper Lee Valley corridor that runs south from the M25 to Tottenham Hale and this designated “Opportunity Area” has the capacity to accommodate up to 15,000 new jobs and 900 new homes by 2016. There are plans already underway to turn this possibility into a reality.
20. Despite these exciting prospects, the evidence shows that we have been losing jobs – particularly in the last 5 years. We had nearly 98,000 jobs in 2000 but this had declined to 91,000 by 2006. Our total job losses would have been even greater if the public sector had not expanded rapidly during the last decade. With a third of the Borough’s total employment now in the public sector, there are grave concerns that Enfield’s local economy may become too reliant on the public sector – especially for higher quality, better paid jobs. The UK is experiencing a sharp economic downturn which will intensify the competition for this type of relatively secure employment.
21. As many larger firms have left the Borough, small and medium sized enterprises are assuming a more significant role in our economy. Although they account for 5 out of 6 firms, enterprises with 10 or fewer employees only account for about a fifth of all Enfield’s employment. Furthermore, their numbers are growing whilst the larger firms appear to be shrinking – both in number and in their share of the Borough’s total employment. Over a third of the Borough’s larger private sector employers are retailers.
22. A further drag on our capacity to create a vigorous and expanding economy is the low rate of new business formation. A relatively small number of firms register for VAT purposes each year and many young firms also go out of business. So we have a relatively low “birth” rate for firms and quite a high failure rate too. Even so, Enfield’s stock of VAT registered businesses – a total of 7,300 – has never been higher. So, if we can increase the number of new firms, maintain the survival rate of existing ones and help them grow and expand their workforce, we can supply more jobs that are needed in the Borough.
23. Another key part of our efforts to grow new businesses must also rest on increasing the rates of self employment in the Borough. Although the rate of self employment

grew slightly in the middle part of this decade, it has inched downwards recently. There are considerably fewer people in self employment in Enfield than in adjoining Boroughs, especially Barnet and Haringey and we need a strong drive towards encouraging people to start their own businesses.

We are very influenced by the wider London economy

24. Enfield's labour market is not disconnected from the rest of London. Changes in the Enfield labour market are exceptionally sensitive to the overall health of the London economy. Many of our businesses rely on customer and supplier purchase decisions taken elsewhere in London. For example, our large retail and wholesale sector is tightly locked-into the capital's wider economy.
25. About a half of our working population is employed at a workplace located within the Borough. And about 60% of all jobs located in the Borough are filled by our own residents. Compared to most other London Boroughs these are unusually high proportions and consequently, we are more "self contained". However, much of our population works in central London and their prosperity depends on the continuing good health of the London-wide economy. The jobs that are located in the Borough are also critically dependent on the wider London and national economy. Although the Borough has not fully benefited from London's rapid growth in the last decade or so, we may suffer disproportionately from any downturn.
26. Until the middle of 2008, the widely accepted view was that London's economy and population would keep expanding and that the Capital would continue to benefit from a growth rate well in excess of the UK average. A broad consensus now considers that London will be very badly affected by the current financial crisis. In particular, the financial services sector which has powered so much of London's growth in the last decade has suffered catastrophic effects from the global credit crisis and this is already having effects all across London and the South East. Like most other London Boroughs, Enfield will undoubtedly experience an adverse impact from the sharp downturn in consumer confidence caused by credit shortages, collapsing equity markets and declining house values.
27. With so many employers facing economic uncertainty, recruiters will be looking out for the best skilled and qualified candidates for their available vacancies. And when growth is restored to London's economy, employers will still be demanding good knowledge and skills as they rebuild their workforces. So, a key part of the Borough's strategy is to ensure that Enfield residents benefit from new jobs elsewhere in London whilst also creating the conditions that will attract more of London's economic growth to stimulate new employment within the Borough.
28. If the economy in London recovers from the current downturn, employment over the next decade is predicted to grow strongly – although not as rapidly as in the last 10 years. If economic growth returns, it is likely that London could expand by up to 460,000 jobs which is the level of growth recently predicted by the Great London Authority's economists. This would be an expansion of almost 10% over the course of a decade. The main sectors to experience significant growth will probably be in

hospitality, business and personal services. Retail and wholesale will grow a little but manufacturing, construction and transport/communications are predicted to decline. Over two thirds of the next decade's increase will come from growth in business services.

Jobs of the future in Enfield

29. Over the next decade, the total number of jobs located in Enfield is unlikely to grow by very much. Even assuming the recession is fairly short and healthy recovery arrives quite speedily, Enfield's economy is still unlikely to grow very fast. Most recent estimates suggest that its overall stock of jobs might only increase by around two thousand. Even if some sectors grow quite rapidly, they will only offset losses in others. However, it is possible however that Enfield's economy could grow more strongly if regeneration and investment efforts are successful.
30. Even though the overall stock of jobs may not grow by much, there will undoubtedly be considerable turnover in jobs. As some firms contract, others will grow and new firms will arrive to replace ones that have departed. So, the demand for *replacement* labour will be quite high. There will also be natural turnover arising from firms restructuring, people retiring or moving occupations and this creates further openings in the labour market. In total the net additional demand for people to fill jobs in Enfield over the next 10 years will be almost 32,000. Even some of the industry sectors that are predicted to shrink overall will still require employees:
- Almost 2,000 openings in **manufacturing** – these will mainly be managerial and technical jobs though some semi-skilled and unskilled occupations will also be required;
 - About 1,600 openings created in **construction** – requiring people skilled at all levels;
 - Nearly 8,000 people required in **retail/wholesale** – at all skill levels including about 1 in 5 who will be recruited with degree level qualifications;
 - About 2,500 openings in the **hospitality** sector – over a quarter will be suitable for relatively low skilled recruits;
 - A requirement for 2,200 in **transport and communication** – these will be jobs at the top *and* low ends of the skill range – with about a third requiring degree level qualifications and about a third in jobs needing only limited skills;
 - Just over 1,100 required in **financial intermediation** and almost 6,000 openings in **business services** – with around a half of all new recruitment going to people with level 4+ qualifications and about a quarter ;
 - In **public administration**, about 1,600 openings, around 3,400 required in the **education** sector and nearly 5,000 required in **healthcare and social services** – in these three large sectors (which are mainly public sector employers) over a half of all openings will be filled by people with a degree or higher qualification and barely 1 in 6 jobs suitable for people with low level qualifications.

31. Overall, it is estimated that nearly a half of all the new jobs will be created in the top 3 occupational categories (managers, professionals and associate professional and technical occupations). About 1 in 6 new jobs (15%) will be for administrative and secretarial staff and a similar proportion recruited into personal services, sales and customer services. Skilled trades-people will make-up only 7% of all new jobs whilst machine operators and elementary occupations will account for another 15%.
32. Not surprisingly, the majority of positions in the top 3 occupational categories will be filled by people skilled to level 4. About a half of all the managerial jobs will be filled by staff at this level as will those in associate professional and technical occupations. Of almost 4,000 jobs which will be in professional occupations, 80% of these will require a level 4 qualification.
33. Similar estimates calculated by the Learning and Skills Council suggest that elsewhere in London, an even higher proportion of new jobs will be filled by people with higher level qualifications by 2020 (about a half). Meanwhile the total number of jobs in London that are in the top three occupational categories may rise to over 60%. In central London, the new jobs *already* match this profile. Even in sectors such as retail and hospitality, there is an increasing expectation amongst employers that their staff will have a level 2 or 3 qualification at least. Many of these posts are in customer facing occupations where firms may not need highly qualified workers but good employability attributes are increasingly important: excellent customer skills combined with good language, ICT and numeric competence.
34. Often, employers look for people who have got higher level qualifications even though their jobs do not specifically require such qualifications. They say that having achieved higher qualifications is a good sign that a prospective employee will be receptive to learning new skills that are particular to a workplace or industry.
35. So the future labour market for Enfield residents is one where higher level skills will be in increasing demand. People lacking these skills and qualifications may struggle to find decent quality, reasonably well paid and secure employment. The Borough's strategy therefore has to ensure that more of our residents acquire the skill levels and can enter the occupation groups that will increasingly characterise these new jobs.

Employers are not training their staff

36. The evidence about employers that has been gathered on behalf of Enfield Strategic Partnership is not very encouraging. Two surveys of employers suggest that most firms are not well prepared for change in their business or the future workforce they will require. Few of Enfield's firms appear to have well structured approaches to training and developing their employees. More than a half of all firms seem to have undertaken no recent training at all. Even firms that recognise they face recruitment difficulties do not recognise that this has an impact on their business.
37. Yet the evidence also shows that firms are experiencing recruitment difficulties and this is causing them to become increasingly uncompetitive. Many say that they fail to recruit the staff they want because applicants get offered better jobs elsewhere at

better pay rates and easier travel patterns. Many firms also admit that their existing staff are under-skilled for the work required yet most of these firms still do not think this will have an adverse impact on their business. In the current tough economic conditions facing all businesses, there is a high risk that these uncompetitive firms may cease trading quite shortly.

Too many of our residents are under-skilled and unemployed

38. So, Enfield finds itself in a very troubling situation. Today's firms are uncompetitive because they have failed to invest in skills. And jobs of the future are likely to require a far higher skilled workforce. Unfortunately, Enfield's population may not have those skills and the Borough's newly adopted strategy aims to change this.
39. We start in a weak position however. Only about two thirds of our working age population is employed. There are around 181,000 people of working age living in the Borough and, of these, there are just 121,000 who are employed (either as employees or self-employed). This means we have an employment rate of 67% which is worse than the London average of 70%; the London rate is significantly worse than the national average of almost 75%. During the last 5 years, the Borough's employment rate had appeared to improve. But in 2007, the rate fell to below the London average – and this is an alarming sign.
40. There are four population groups where employment seems to be lowest.
 - Only 56% of women are in work. If Enfield were to match the national average, a further 14,000 people would need to enter employment – and of these 12,000 would be women.
 - Few young adults appear to be in work. The evidence indicates that it is mainly young adults who have grown-up in Enfield who have not made an effective transition into the labour market – rather than the population who have recently migrated to Enfield. Amongst 20 to 24 years olds, only 64% are employed whereas in 2000 it was 74%.
 - Some ethnic minorities have low employment rates. It is wrong to over-generalise about Enfield's non-white residents who are an extremely diverse population with widely varying backgrounds and many different characteristics. Although the majority of immigrant communities in the Borough have a very strong work ethic and an ambition to succeed, many also have a poor understanding of the labour market and the requirements of employers. Some have poor English and the wrong skills whilst others may face discrimination. As a result, the overall employment rate for the non-white population is a little lower than the average – at 64%.
 - The employment rate for disabled people is low – at just 50% – and this is significant considering the growing numbers of Enfield residents who rely on incapacity benefits.
41. A surprisingly high proportion of the Borough's young adults appear to be economically *inactive*. This means they are neither seeking employment nor ready to start work if it

became available. Most of this group are young women: only about 50% of women aged 20-24 are in work compared with around 80% of young men of the same age.

Fixing the skills deficit

42. The most startling problem in our Borough is the effect of low skill levels. Of Enfield's residents who do not possess any qualifications less than 4 out of 10 are in employment. But amongst graduates, we find that almost 9 out of 10 are in work. Compared with the rest of London we have rather more people who are unqualified and rather fewer people with higher skills.
43. The Borough's new Strategy therefore has made up-skilling a key priority. Around 48,000 of our residents (about 27%) have no qualifications or are skilled to only a very low level. Of these about 27,000 have no qualifications at all. Only about 30% of our residents have a level 4 qualification – and in our more disadvantaged neighbourhoods even fewer people are skilled to this level.
44. Although we need to deal with this large number of people who have low skills, we also need to make sure that the next generation does not start with the same disadvantages faced by their parents. So, a significant part of the longer-term solution for Enfield lies in improving the skills base of our younger population.
45. Success in our education system is critical to achieving this ambition. The 14-19 Reforms outlined in the 14-19 Education & Skills White Paper, published in 2005, are now being implemented throughout the country and Enfield has a particularly strong set of Partnership arrangements to deliver the new curriculum and lay the foundations for raising the education-leaving age. This year's 11 year-olds have started their secondary school lives as the first cohort that will automatically stay in the education and skills system until they reach age 18.
46. In Enfield, development of the Diploma offer includes 17 specialised Lines of Learning, developed in conjunction with employers, that will provide occupationally relevant skills plus a firm grounding in maths, English and ICT knowledge. In line with Government policy, our 14-19 strategy also concentrates on re-motivating disengaged learners and ensuring that we reduce further the proportion of 16 to 18 year olds who are not in education, employment or training. Funding responsibility for the 16-19 phase will transfer from the Learning & Skills Council to the Local Authority in 2010.
47. Our "Enfield Entitlement" offers all our young people a high quality curriculum with strong pathways and progression into work-based learning for those that want it backed-up with specialist provision for at-risk groups. The entitlement will equip them with the knowledge, skills and experience not only to cope with, but succeed in meeting the challenges of life and work in the 21st century. This can be achieved through the provision of an exciting and stimulating curriculum which provides choices for all levels of learners, provides different learning contexts and experiences and has clear and uncomplicated progression routes. All our colleges, schools and work-based learning providers are engaged in delivering this comprehensive offer that provides

appropriate routes for young people (both vocational and traditionally academic) into employment or higher education.

48. But we must ensure that the curriculum offer to young people is expanded at all levels to include a range of courses which support the transition from education into the employment sectors and occupations that are likely to grow. So, in the early phases of implementing the new Diploma qualifications, we must prioritise those which match these sectors. In schools, this means providing applied learning that will equip our youngsters with knowledge, aptitude and qualifications that will serve them well in the workplace and deliver for employers exactly the qualifications and knowledge that their business requires.
49. We also need to keep young people engaged in learning at the critical transition points of 16 and 19. Increased participation and attainment at all levels will involve new pathways that expand the traditional routes to include Diplomas and Apprenticeships. Access and entry to these three key pathways will be supported through the Foundation Learning Tier, providing entry level to level one qualifications. We will ensure that all young people benefit from clear progression routes to pursue qualifications up to Level 4 and this will be supported by high quality, impartial information, advice and guidance.
50. We must also make sure we help more young people aspire to level 4 qualifications and encourage youngsters from families which might not have previously considered higher education. We are increasingly confident that, through Enfield's Strategic Partnership, we have excellent oversight of the funding and infrastructure arrangements for the 14-19 age-group. The strategic control of funding will soon become the responsibility of the local authority, and this will simplify and strengthen decision- making and give us very effective leavers to commission provision based on local needs and influence the take-up rates into Higher Education. Thus ensuring that we successfully retain young people in learning up to and beyond the age of 18. However, we recognise that not all our school students achieve at or above the national average. Pupils attending some of our schools achieving outstanding results at age 16 but this is not universally the case. At least five of our schools have a results profile for GCSE attainment which is well below the national average and most of these schools predominantly draw their pupils from the eastern side of the Borough where evidence of multiple deprivation is most apparent.
51. We will therefore concentrate on the delivery of functional skills in order that all young people have a solid foundation in the English, maths and ICT competence that employers expect. We will also continue to focus on those young people who are at risk of becoming economically inactive and disengaged from the learning system especially those aged 16-18 who are Not in Employment Education or Training ("NEET"). Through our successful flexible provision we will also continue to expand the curriculum offer across the 14-19 phase to ensure young people have access to a range of applied and vocational programmes which excite and motivate them to stay on and achieve in education.

Working with employers

52. Enfield Education Business Partnership (EBP) builds relationships with employers and, as our 14-19 strategy matures and our Diploma offer gets underway, it will be essential that we have deeper and better relationships established with employers in the Borough. Firstly we want businesses to know our schools better and help foster a culture in which the world of work and enterprise is widely understood. Secondly we need to develop a transactional relationship with more of the Borough's firms so that a good range of work experience placements is guaranteed for our students as they undertake Diploma courses.
53. The Borough's new Strategy therefore pledges to build on the work of the EBP, utilising work experience placements and use more innovative ways of engaging employers in the design and delivery of the curriculum especially the new Diplomas. We will also ensure that enterprise is a focus of our education and training providers by using schools with specialist status to support a greater understanding among all providers and consequently learners.

Helping to increase jobs and reduce worklessness

54. Although the economic downturn will make it harder to reduce unemployment, the Skills and Employment Strategy sets out a challenging plan to get more of Enfield's residents into work. This ambition is not unreasonable as the Borough has at least 23,000 people who are either unemployed or they are economically inactive but still want to work. Almost three quarters of this 23,000 population are women and the overwhelming majority of these are not economically active – because they are not seeking work or they are not available to start a job. There are 14,000 women who are inactive but want to work and a half of these say they have family or home responsibilities that act as a barrier to seeking work. So it is clear that we need to provide better and more affordable childcare if we are to help these residents into work.
55. But we also need to make sure there are more jobs in the Borough and that means encouraging more inward investment and working harder to ensure that firms have a better trained and adaptable workforce. The Skills and Employment Strategy will assist employers through an expanded Train to Gain programme which helps firms to up-skill their employees. The Strategy will also promote apprenticeships in a wide range of occupations and industries and it will make sure that Enfield firms benefit from more streamlined services that help them grow their businesses. The bulk of future employment growth in the Borough will be from small firms, so it is essential that business support services to new, small and growing firms are greatly improved. A commitment to the inward attraction, start-up, retention and growth of firms will also include labour market services that will help firms to recruit, train and retain a suitably skilled workforce.
56. The Strategy also aims to address worklessness particularly in the neighbourhoods that have the highest levels of benefit dependence. Because there is a confusing mixture of job agencies, training organisations, funding sources and different programmes, the Enfield Strategic Partnership has agreed to create a new integrated

set of employability services which will be branded as *Enfield JobNet*. This will bring together the resources of the Borough Council with Jobcentre Plus and the Learning and Skills Council to make sure that workless people are helped into *sustained* work and get the right skills to move up the jobs ladder, improve their earnings and enjoy greater job security.

What does this all mean for the Borough's schools and colleges?

57. The issues / implications and possible actions for school /college Governing Bodies to consider, listed after the Synopsis, are repeated below for reference:

- a) How does the school / college access to adequate information about the emerging labour market and the expectations of employers to inform staff and pupils? [*Secondary Schools / Further Education Colleges*]
- b) How does the school / college formally adopt the intention and modify the curriculum to equip their students with the skills required in a more knowledge-based and higher technology working future? [*Secondary Schools / Further Education Colleges*]
- c) How does the school / college formally report their position on Achieving Economic Well-being and Work Related Learning activity in the School Improvement Plans, SEF and SAR? [*Primary Schools / Secondary Schools / Further Education Colleges*]
- d) What further activities might the school / college consider in addition to the range of existing connections to employers? [*Primary Schools / Secondary Schools / Further Education Colleges*]
- e) How should the existing curriculum be adjusted to make sure that pupils / students engaged in more academic courses also benefit from a base of vocational knowledge? [*Primary Schools (eg the Rose Report) / Secondary Schools / Further Education colleges*]
- f) How should the school / college develop the closer involvement of employers in their day to day activities so that pupils / students get a clearer understanding of the world of work? [*Primary Schools / Secondary Schools / Further Education Colleges*]
- g) The Diploma offer in Enfield remains at an early stage, so are there are other ways of offering an alternative curriculum work-focussed offer within the 14-19 phase? [*Secondary Schools / Further Education Colleges*]