



Employability Strategy 2019-2021

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Introduction

As the largest provider of social housing within the East Midlands, Nottingham City Homes (NCH) manages around 27,000 homes in some of the most disadvantaged, culturally diverse and economically challenged areas of Nottingham.

In line with our vision of 'creating homes and places where people want to live', we are committed to helping our tenants into sustainable employment through a variety of pathways. Our Employability Strategy (the Strategy) addresses issues surrounding employment amongst our tenants and how NCH reaches out to all of its communities. In line with our corporate values, the Strategy outlines all of what NCH can offer to inspire and help our tenants and residents into work.

This Strategy underpins the NCH corporate plan goals:

- To listen to our tenants and provide an excellent service
- To make all our estates great places to live
- To build high quality affordable new homes for local people
- To diversify our services, re-investing in our communities
- To be a great place to work

Developing this strategy

Consultation on the strategy has taken place with external partners including Nottingham City Council, Nottingham Jobs and Futures. Feedback from other social housing organisations that are delivering employability has also been considered as well as the housing and employment consortium; Give us A Chance.

Context

Social housing tenants across the UK are more likely to be unemployed than those who are owner occupiers or privately renting¹. These are challenging times for our residents. Welfare reform and Universal Credit (UC) have significant impacts on residents dependent on social security and indirectly affect services that social housing tenants rely on. Our Strategy is to offer our tenants a range of employability and training initiatives that support them into work and create better lives for themselves, their families and their communities.

NCH is in a strong position to engage with a large proportion of Nottingham City residents and has an excellent track record of successful partnership working with a range of other agencies who aim to help tackle unemployment and skills related issues.

NCH has engaged with over **1200** tenants through its employability programme since its launch in 2015. Our flagship employability project Next Steps has supported over **500** unemployed tenants by providing one-to-one employment support tailored to individual needs. The project helps residents to update their CV, signpost them to local provision and helps them apply for jobs through community outreach sessions at our Housing Offices across the City. Since its launch in June 2017, the project has helped over **170** tenants into employment.

¹ Centre for Social Justice (2018) Social Housing and Employment. Helping social housing be the springboard to a better life.

Our employability feeder programmes also support recruitment for vacancies at NCH. We have delivered numerous sector based work academies which include accredited training and a guaranteed job interview, as well as traineeships in construction and customer service. So far in 2018/19, we have supported **21** unemployed tenants into NCH vacancies including apprenticeships.

Over **100** local female residents have taken part in our Women in Construction taster workshops in 2018/19 and have fed back an average of 10 out of 10 for satisfaction. NCH have since recruited **16** new trade apprentices in 2018, **7** of which are female and have all participated in the taster workshops.

We are now working in partnership with Nottingham College to help bring in £1m worth of funding into Nottingham. Our successful bid for the Construction Skills Fund will be used to launch a new construction academy linking training to construction employers including NCH.

National context

Major changes have taken place under Welfare Reform including the introduction of UC, the so called 'Bedroom Tax' and the Benefit Cap. The Government's roll out of UC has been marketed as an initiative to 'make work pay', emphasising to those in receipt of out of work benefits that they would be 'better off' in work.

According to Citizens Advice, those in receipt of UC are 14% more likely to have problems with priority debts like rent and Council Tax if they are on UC compared with legacy benefits. 2 in 5 people on UC receiving help from Citizens Advice to manage their debts have had no money available to pay creditors².

A Department for Work and Pensions (DWP) study tracing out-of-work families found that less than three quarters of families (74 per cent) who gained full-time employment were found to have 'exited' relative poverty a year on. Therefore there is a strong link to ensure that we are offering adequate support to NCH tenants to enable them to prosper, not only in their employment, but in their quality of lives and to enable our tenants to sustain their tenancies.

The Government published the Social Housing Green Paper³, 'A New Deal for Social Housing', in 2018. The Green Paper will have a significant impact on social housing across a range of areas of work. Publication was preceded by a range of events where Ministers listened to the views of tenants and residents across the country, NCH tenants were involved in this. One of the strongest messages was about the issue of stigma. Residents argued vigorously for action to tackle the way in which people who lived in social housing were too often treated as "second class citizens" or often perceived as "benefit scroungers". The Green paper notes that residents remarked that they were frequently stereotyped as unemployed, or lacking in aspiration. There was a lack of recognition of community spirit, or that hard work and honesty were as prevalent as in any other tenure. Government sees the Green Paper as an "opportunity for a change in the way social housing residents are treated, viewed and respected".

² Drake, C. (2017) Universal Credit and Debt: Evidence from Citizens Advice about how Universal Credit affects personal debt problems

³ Ministry of Housing Communities and Local Government: A new deal for social housing https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/733605/A_new_deal_for_social_housing_web_accessible.pdf

The Green Paper recognises the value in work carried out by landlords that aims to offer residents benefits over and above basic landlord services, and specifically notes the benefits of providing employment support. It notes that services such as these help build trust between landlord and residents as well as providing more direct benefits of helping tenants into employment and the increased life chances associated with that.

The social housing industry has increased its offering nationwide for employability support with some social housing providers setting up separate subsidiaries to manage this on their behalf. Clarion Futures was set up as a charitable arm of Clarion Housing Group which is investing over £150m over ten years to provide support, skills and opportunities to more than 360,000 social housing residents across the UK. Approximately £70m a year is being invested into employability across the UK from social housing organisations as a whole and over £130m is being invested from Government to target those who are in most need of support⁴.

NCH is a key member of the Give Us A Chance (GUAC) consortium. GUAC have been working in partnership with Placeshapers to form a new All Party Parliamentary Group (APPG) in June 2018, helping to tackle unemployment and in-work poverty in the social housing sector. This new APPG is focusing on advancing the role that social housing landlords can play in promoting social mobility, employment and supporting in-work progression for social tenants. The APPG will enable social housing landlords to have a central voice in national policy and decision making.

There is also more emphasis to not only support those who are out of work, but to support those who are underemployed or on zero hour contracts. In more recent years employees on zero hour contracts has increased to nearly 1 million in UK⁵. The University of York conducted a three year study on social housing tenants from the fifteen largest social housing providers in London. They identified that eleven per cent of all employed respondents were working on 'zero hour contracts'. This proportion is about four times the rate among all working people in the UK during the last quarter of 2015⁶.

It is clear that employability is becoming more established within the social housing sector and with increasingly challenging times ahead for many social housing tenants, it is vital to ensure that employability remains a key part of NCH's service delivery. There is a long lasting positive impact that employability has on individuals and families and the social housing sector is in a strong position to proactively engage and support those who are in most need.

Local Context

NCH works to support the strategic objectives for the City of Nottingham. The Nottingham Plan to 2020⁷ sets out the strategic direction for the city. One of the Plan's key themes is 'Working Nottingham'. The Nottingham Plan seeks to tackle poverty and deprivation by getting more local people into good jobs as one of its Strategic Priorities, recognising that

⁴ Give Us A Chance (2018) Annual Report 2017-18

⁵ Office of National Statistics, Petkova.Y (2018) Contracts that do not guarantee a minimum number of hours: April 2018

⁶ University of York. Centre for Housing Policy, Rugg, J and Kellaher, L (2016) Social Housing Tenants and Household Economics: Three years in the lives of g15 tenants

⁷ One Nottingham: Family, Neighbourhood, City: The Nottingham Plan to 2020
http://www.onenottingham.org.uk/?page_id=4198

this is the best route out of poverty for many households. A clear objective is to see more Nottingham people in employment and less workless households.

The Plan recognises the importance of helping provide “pre-employment support to those who are not ‘job ready’, to support people to find relevant work, to help them through the recruitment process and to ensure that they have the skills to secure and keep the job.”

This Strategy details work that NCH will do to make an important contribution to helping deliver the objectives of the Nottingham Plan, working closely with partners to help tenants and residents make the most of opportunities available to them to secure pathways into employment as well as further training and skills development.

Unemployment Rates

Nottingham’s unemployment rate⁸ fell steadily through to November 2016. It then stabilised at a slightly higher rate throughout 2017 but has fallen steadily since February 2018. The national rate has slowly increased over the last three years although much of this increase is likely to be due to the impact of full service UC as people in receipt of ‘in work’ benefits migrate to UC. The rates are likely to increase due to changes in the way UC claimants will be categorised under the new conditionality’s. It is anticipated that more claimants will be required to ‘search for work’ under the new system.

Figures for September 2018 in Table 1 show 6,800 claimants in Nottingham and a claimant rate of 3.0%. This is the lowest number of claimants recorded in September since September 2005 and the lowest recorded claimant rate in September since the series began in 1986. 18.3% of the claimant count is now made up of unemployed UC claimants (1,242 claimants). This number has fallen in recent months as UC has been paused for new claimants. It is likely to increase rapidly when Nottingham moves on to ‘full service’ in October 2018 and all new claims are for UC. Manchester, a comparable core city, has seen an annual unemployment increase of 33.2% since the start of the ‘full service’ roll out in October 2017.

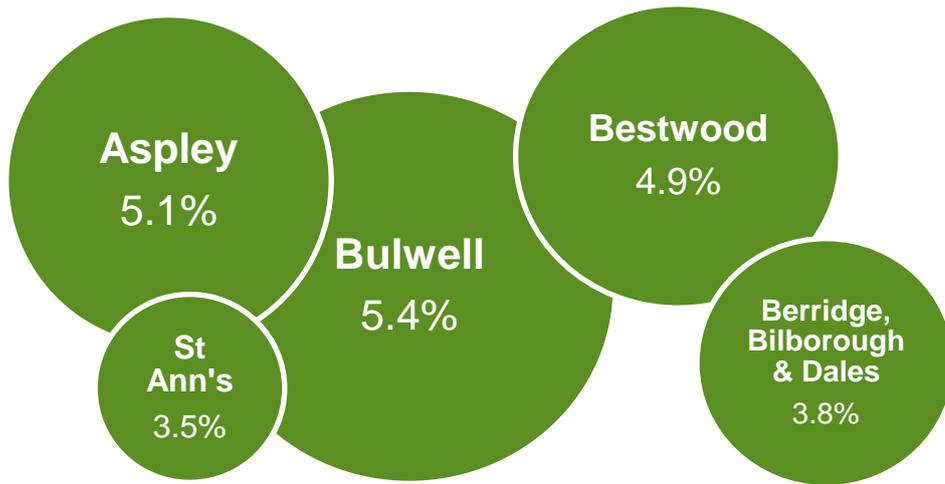
As can be seen in the table below, Nottingham’s unemployment rate is significantly higher than the rate in the rest of the county, the east midlands, and England as a whole.

Table 1: Claimant Count

Area	September 2018		Change in last month		Change in last year	
	Number	rate	Number	%	Number	%
Nottingham City	6,800	3.0	-100	-1.4	-350	-4.9
Greater Nottingham	9,900	2.1	-110	-1.1	-625	-5.9
Notts (exc City)	8,000	1.6	-50	-0.6	25	0.3
East Midlands	52,840	1.8	345	0.7	6,030	12.9
England	764,530	2.2	13,535	1.8	115,710	17.8

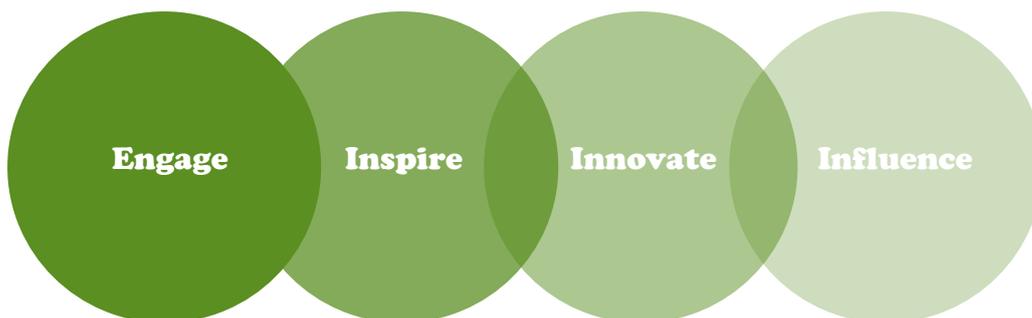
⁸ Nottingham Insight Unemployment Claimant Count August 2018
<https://www.nottinghaminsight.org.uk/d/aAXMfjg>

The seven wards in Nottingham City with the highest unemployment rates: **Vision**



The vision of the Employability Strategy is to work closely with external partners and colleagues to **'support NCH tenants/residents in finding and sustaining employment, in progressing at work or becoming self-employed through innovative and engaging employability projects'**.

We will do this by ensuring that we **engage** with those who are furthest away from the labour market. We will **inspire** our tenants to fulfil their career aspirations by supporting them through employability programmes that **innovate** and push boundaries. We will **influence** on key decisions by working in partnership with colleagues, external organisations and national bodies to ensure that employability remains a key priority for Nottingham.



Delivering the strategy

The Employability Strategy will be delivered focused on the following core objectives:

1. ENGAGE

1.1 To work with NCH colleagues to give our Tenants and residents opportunities to gain experience that will prepare them for employment, progression in work or becoming self-employed.

- Build upon and further develop the Nottingham Jobs partnership through Next Steps. Ensuring that NCH tenants who are looking for work are actively engaged with and benefiting from one to one employability support that directly links them to employment opportunities.
- Support tenants who are 'under-employed', or on zero-hour contracts, to increase their income or move into other sustainable employment by offering training and development opportunities through the Tenant Academy.
- Develop a 'self-service' universal employability offer that enables NCH tenants to access online digital employability support. Making the best use of the NCH website, online Learning Management System (LMS) portal and social media channels.
- Focus on more community outreach work, embedding employability within some of our most hard to reach communities. Enabling tenants and residents to access face to face services within their neighbourhoods. Regular Employability staff presence at events and career fairs.
- Develop self-employment support to enable tenants and residents to access alternative options to employment.

2. INSPIRE

2.1 Improve young people's transition from education to employment through the implementation of an NCH school employability offer.

- Consult with Nottingham schools across the City to establish a programme of employability initiatives that actively engages with young people to support them into apprenticeships and/or increase their job aspirations.
- Ensure that all employability school engagement activities are underpinning the Gatsby Benchmark framework⁹ and that consistent evaluation processes are in place to measure outcomes and social value impact.
- Work with the Tenant and Leaseholder Involvement Team to contribute to the Youth Engagement Strategy, ensuring that employability remains a key part of NCH youth engagement delivery.
- Enable companywide input into the delivery of school employability engagement.

2.2 Work with local Nottingham employers to identify skills gaps and support local recruitment into 'hard to recruit' roles.

- Focus on working with industries which are struggling to attract new talent due to skill shortages including Health and Social Care, Food Manufacturing and Construction.
- Provide insight into 'hard to recruit to' roles and consider training opportunities to encourage new recruits into those industries.

⁹ Gatsby Benchmark framework <http://www.gatsby.org.uk/education/focus-areas/good-career-guidance>

3. INNOVATE

3.1 Diversify and utilise external funding streams to deliver Employability initiatives by working in partnership with local organisations.

- A key delivery partner of the Construction Skills Fund, as part of a consortium of local organisations, helping to bridge the construction skills gap and support tenants into the construction industry.
- Work in partnership with other social housing organisations to establish areas of joint working, sharing of resources and projects, with a specific focus to engage with those organisations that are part of the Midlands Housing and Employment Forum.
- Develop innovative solutions and new ways of working in which attracts income into employability that can be further invested back into our employability programmes. Working with other social housing organisations to invest into the delivery of this Strategy and our Tenant Academy.
- We will attract and deliver external funding contracts which support the delivery of this Strategy.

3.2 Maximise employability opportunities through the Public Services (Social Value) Act.

- Design and implement a robust framework to track and monitor social value delivered by NCH contractors whilst working in partnership with Tenant and Leaseholder Involvement and Procurement teams.
- Build strong relationships with NCH contractors and Corporate Social Responsibility (CSR) leads to enable our partners to have a clear understanding of NCH's commitment to supporting tenants and residents into employment.
- We will seek to increase employment opportunities for our residents with our contractors including Apprenticeships through our procurement process.

4. INFLUENCE

4.1 Design and manage recruitment solutions to support employability feeder programmes into NCH vacancies with a strong focus on apprenticeship recruitment.

- Establish strong partnerships with external training providers to deliver a variety of appropriate 'pre-employment' support programmes including sector based work academies and traineeships.
- Increase work experience opportunities across NCH for those looking to gain insight into housing careers by working with the Learning and Development Team.
- Focus on accredited maths and English support for tenants and residents to reduce the number of NCH apprenticeship applicants not meeting the minimum entry level requirements.

- Use 'pre-employment' support programmes to recruit all NCH apprenticeship vacancies. Ensuring that NCH apprenticeships are meeting the organisations need by working with Organisational Development to develop succession plans.

4.2 Women in Construction (WiC)

- Embed WiC within the Construction Skill Fund Project, focusing on tenant engagement, case-loading support and employer engagement. Ensuring that NCH is a leading employer and advocate for WiC.
- Identify females who wish to apply to our apprenticeships/entry level roles in construction by using positive action to support this cohort in doing so via our WiC taster workshops.
- Help to transition internal women's development support to the Organisational Development Team. Working with Equality and Diversity, Learning and Development and Human Resource leads to make sure that colleagues have clear guidance and support in place for any new or on-going issues.
- Support the implementation of the NCH Women's Forum as a legacy of WiC, to enable a centralised approach to WiC.

4.3 Work with local and national organisations to help drive the employability agenda, ensuring that employability remains a key priority for Nottingham.

- Continue to work with the Give Us A Chance consortium to influence on national policy and decision making, including inputting into the newly formed APPG.
- Be a key partner of the Midlands Housing and Employment Forum, helping to share and learn best practice.
- Build strong relationships with Nottingham Jobs and Nottingham City Council to ensure that our employability agenda is joined up in terms of delivery and outreach in alignment with our Corporate Plan.
- Participate in national campaigns including 'UK Employability Day' and 'Communities that Work' to raise awareness of employability and to help break the stigma that can be associated with unemployment and social housing.

Resources

There is a dedicated Employability Manager employed to implement this Strategy alongside support from other areas of the organisation including the Recruitment team, Tenant and Leaseholder Involvement, Tenancy Sustainment and Learning and Development teams.

A budget has been assigned to the employability agenda to enable course delivery, tenant and resident support to access provisions and fund initiatives. This includes the salary costs of the joint Caseload Development Officer based within Nottingham Jobs who currently delivers the Next Steps project.

Women in Construction taster workshops will form a part of the Construction Skills Fund project and will be fully funded for the delivery and resource costs over the next 18 months. This will also include 25% of the salary costs for the Employability Manager and 100% costs for a Construction Employability Officer who will continue to oversee the Women in Construction programme. Considerations need to be made for the sustainability of the Construction Employability Officer post 2020.

A new partnership with Clarion Futures is also bringing in an income of approx. £5000 over the next 12 months to increase our employability outreach in the NG7 area. This will potentially continue beyond 12 months, depending on outputs and successful delivery. This contract is operating for 2 hours per week but has the opportunity to increase to 4 hours per week with an increased investment from Clarion Futures.

UC and Welfare Reform will see an increase in demand for employment support. Every tenant who claims UC will have to sign a claimant commitment, which can include an “in work conditionality”. This means those who work less than 35 hours per week at minimum wage, will be expected to attend the Job Centre Plus appointments and work search to find new jobs or more jobs, until they increase their hours up to 35 hours per week.¹⁰

UC claimants will not only be those who are unemployed but those who are in work who need to find more work or alternative work to meet their claimant commitment to increase their hours up to 35 per week. Therefore there will be a need for wider need for employability support.

Referrals to NCH Employability Team have already increased by 100% in 2018/19. Additional income streams and external funding is vital to ensure that NCH can continue to meet the demand for employment support and to ensure that the correct resources are in place to deliver high quality services. This would include ensuring that Employability Officers are in post to enable continued caseload management.

Monitoring and reviewing the strategy

The performance of this Strategy will be monitored in accordance to the Corporate Plan 2018-2021 KPI’s below. These KPI’s will be reported on a quarterly basis via Pentana.

Regular updates will also be reported to the Executive Management Team and NCH Board as and when required. An Employability Team action plan will ensure that the strategy stays on track with its delivery and outputs.

Corporate Plan KPIs	Annual target	Target over 3 years
Number of tenants / residents actively engaged with NCH employability support	285 (2018/19) 285 (2019/20) 280 (2020/21)	850
Percentage of tenants / residents engaged in employability support obtaining employment or accredited training	30%	30%

¹⁰ <https://www.turn2us.org.uk/Benefit-guides/Universal-Credit/Claimant-Commitment-Conditionality>

Key risks

Key Risk	Details	Management Action to Mitigate Risks
Resource	An increase in demand for employability service could reduce the quality of support available if there are not enough resources in place. This could potentially impact on outputs and KPI's.	Administrative support would allow further strategic work to be done –to support with course paperwork, events, recruitment administration and 'Next Steps' provision. Additional income from external resources would provide opportunities to increase staffing resources without adding additional long term financial pressures on NCH.
Safeguarding	Employability engages with potential vulnerable tenants and residents. Some of which may disclose additional information that could impact on their employment.	Clear protocol and information sharing between referrers and Nottingham City Homes to highlight any concerns regarding placements/work experience/Apprentice/Trainee – risk assessments.
Brexit	There is uncertainty around Brexit and how this will affect the labour market including number of jobs available and whether unemployment will increase. There could be potential skill gaps in certain industries if foreign EU workers leave the UK. Particularly in construction, hospitality, health and social care and the food manufacturing industry. ESF will also cease after Brexit and there is still no clear indication of what might be replacing it.	Continued work with local employers and increasing employer engagement in industries that are struggling to recruit. Keeping up to date with additional funding opportunities. Feeding into the Give Us A Chance consortium as part of our membership to help lobby concerns through the new APPG.
Welfare Reform	UC full service roll out has seen a large increased in rent arrears, putting additional pressure on social housing tenants to increase their income through employment. Potential further spending cuts on welfare or benefit caps could create additional financial strain on those who currently rely on welfare state.	Close partnership working with the Tenancy Sustainment Team and DWP will ensure that those affected by Welfare Reform are being referred to the Employability Team. Pre-tenancy work will enable potential tenants to be identified for employment support.
Tenant/	Low engagement levels would impact on outputs and KPI's.	Developed working with NCH Marketing and Communications to

resident engagement	It could also mean that NCH tenants are missing out on support that is available to them.	promote the employability courses/agenda. Use of TP Tracker to improve methods of communication. Online referral process in place and employability attendance at events/career fairs to promote services available.
Data protection	GDPR has tightened regulations about how communication and data is used and shared.	Working with multiple different organisations will require clear data protection agreements. A privacy statement is already in place for employability as well as an online consent form for referrals.
Tracking and monitoring	Increased referrals will make it more challenging to proactively track and monitor tenant employability and outcomes.	To employ the services of a delivery provider to track and monitor progress of tenants/residents into work using a caseload management approach. Full access to the Tenant Academy TP Tracker programme which has full tracking and communication functions.
Contracted Funding	Delivering contracted funding could restrict the services available to NCH tenants due to eligibility criteria. It can also distract away from our core objectives.	External contracted funding will only be sourced if it underpins the delivery of the Employability Strategy.

Action plan

Attach the Action Plan as an appendix to the strategy document.

Appendix 1

Employability Team - Action Plan

Action	Outcome(s)	Lead	Timeline
1. ENGAGE			
1.1 To give our Tenants and residents opportunities to gain experience that will prepare them for employment, progression in work or becoming self-employed.			
Continue to review and monitor the Next Step Project in partnership with Nottingham Jobs. Accessing value for money and ensuring that regular reviews of the project are in place.	<ul style="list-style-type: none"> Ensuring high quality services Delivery of basic employability provision Tenants into employment 	Employability Manager / Nottingham Jobs	On-going
Work with Marketing and Communications and Learning and Development to improve the employability area of the NCH website and implement usage of the Learning Zone for tenants.	<ul style="list-style-type: none"> Updated and more accessible information on our website which can be used as 'self-service' More visual and downloadable information including videos and infographics A series of free online employability courses available to tenant 	Employability Manager / Marketing & Communications / Learning & Development	December 2019
Increase community outreach opportunities through employability drop in sessions and at events/career fairs.	<ul style="list-style-type: none"> Increased presence in our communities, enabling our tenants to access services locally to them. Better engagement in some of our harder to reach communities. 	Employability Manager	March 2021
2. INSPIRE			
2.1 Improve young people's transition from education to employment through the implementation of an NCH school employability offer.			
Consult with local schools to identify ways to best work together to deliver employability.	<ul style="list-style-type: none"> A joined up approach to delivering employability in schools, ensuring that projects are meaningful and have the greatest impact. 	Employability Manager	Dec 2019
Develop and implement an evaluation process for all youth engagement	<ul style="list-style-type: none"> Better tracking of impact data and outcomes 	Employability Manager / Head of TLI	June 2019

activities in order to monitor and report outcomes.	<ul style="list-style-type: none"> Enhanced reporting of youth engagement and employability 		
Develop and launch a new employability school engagement offer.	<ul style="list-style-type: none"> More focused employability engagement with schools with clear outcomes and outputs. 	Employability Manager	June 2019
3. INNOVATE			
3.1 Diversify and utilise external funding streams to deliver Employability initiatives by working in partnership with local organisations.			
Deliver the NCH element of the Construction Skills Fund project.	<ul style="list-style-type: none"> NCH tenants and residents supported into construction jobs. Increased training and skills in construction. Increased female representation in the construction industry and NCH CR&M. Delivery of the Women in Construction Taster workshops 	Employability Manager / Construction Employability Officer	June 2020
Apply for external funding and contracts, which supports the delivery of the Strategy, by working in partnership with other organisations.	<ul style="list-style-type: none"> Increased financial income for NCH employability. Sustainability of employability delivery Increased opportunities to support NCH tenants into employment. 	Employability Manager	March 2021
3.2 Maximise employability opportunities through the Public Services (Social Value) Act.			
Work with TLI and Procurement to identify current CSR commitment in the fifteen largest contracts at NCH.	<ul style="list-style-type: none"> Understanding of current contractor commitment to employability and CSR investment. 	Employability Manager / Head of TLI / Procurement Team	May 2019
Work with the Responsible Officers to participate in contract reviews to ensure that CSR commitments are being met.	<ul style="list-style-type: none"> Increased engagement with contractors. Monitoring/tracking of CSR delivery 	Employability Manager / Head of TLI / Responsible Officers	June 2019

Design and implement a framework to ensure that new contracts are encompassing NCH employability and TLI priorities within its social value commitment.	<ul style="list-style-type: none"> • Increased employment opportunities • A coordinated approach for NCH contractors delivering CSR activities • Maximising impact whilst ensuring excellent value for money within our contracts. 	Employability Manager / Head of TLI / Procurement / Responsible Officers	Dec 2019
4 INFLUENCE			
4.1 Design and manage recruitment solutions to support employability feeder programmes into NCH vacancies with a strong focus on apprenticeship recruitment.			
Work with the Recruitment Team and hiring managers to develop pre-employability feeder programmes to support recruitment into NCH vacancies when appropriate.	<ul style="list-style-type: none"> • Increased employment opportunities for NCH tenants/residents • Opportunity to develop and support new talent into NCH. 	Employability Manager / Recruitment Team	March 2021
Review and introduce more work experience placements at NCH.	<ul style="list-style-type: none"> • A greater variety of work experience placement opportunities to those looking for employment. • Engagement in areas of the organisation which may struggle to attract new talent. • Raising awareness of careers in housing. 	Employability Manager / Learning and Development	Dec 2019
Work with local training providers to deliver accredited maths and English qualifications.	<ul style="list-style-type: none"> • Increased pass rate for our apprenticeship recruitment • Increased skills 	Employability Manager / Construction Employability Officer	March 2019
4.2 Women in Construction (WiC)			
Transition internal female employee support to the Organisational Development team. Support the implementation of the Women's Forum as part of the legacy of the Women in Construction Officer post.	<ul style="list-style-type: none"> • A centralised approach to dealing with any on-going or reoccurring issues/concerns. 	Employability Manager / Head Of OD / E&D Manager	March 2019

<p>Implementation of new Construction Employability Officer to deliver the Construction Skills Fund Project and women in construction taster workshops. Focusing on external engagement and helping tenants/residents into construction jobs.</p>	<ul style="list-style-type: none"> • Enabling tenants/residents to access free training and employability support which links them to employment in construction. • A specific focus to support more females into construction • Delivery of the WiC taster workshops 	<p>Employability Manager / Construction Employability Officer</p>	<p>March 2019</p>
<p>4.3 Work with local and national organisations to help drive the employability agenda, ensuring that employability remains a key priority for Nottingham.</p>			
<p>Regular attendance at the Midlands Housing and Employment Forum, GUAC membership days and other regional/national events.</p>	<ul style="list-style-type: none"> • Keeping actively engaged with national and regional employability agendas • Linking in with the APPG and ensuring that NCH has a strong voice within employability. • Forging new partnerships with external organisations in which support the Strategy. 	<p>Employability Manager</p>	<p>On going</p>