	<p align="center"><b>London Borough of Hammersmith &amp; Fulham</b></p> <p align="center"><b>CABINET</b></p> <p align="center"><b>22 JULY 2013</b></p>
<p><b>CITY BRIDGE TRUST - SUCCESSFUL GRANT APPLICATION</b></p>	
<p><b>Report of the Leader of the Council: Councillor Nicholas Botterill</b></p>	
<p><b>Open Report</b></p>	
<p><b>Classification</b> - For Decision</p> <p>Key Decision: Yes</p>	
<p><b>Wards Affected: (All Wards); All</b></p>	
<p><b>Accountable Executive Director:</b> Melbourne Barrett, Executive Director of Housing and Regeneration</p>	
<p><b>Report Author:</b></p> <p>Ingrid Hooley, Employment Opportunities Officer, Economic Development, Learning &amp; Skills</p>	<p><b>Contact Details:</b> Tel: 020 8753 6454 E-mail: <a href="mailto:Ingrid.hooley2@lbhf.gov.uk">Ingrid.hooley2@lbhf.gov.uk</a></p>

## 1. EXECUTIVE SUMMARY

- 1.1. The City of London Corporation invited all London Councils, in late December 2012, to submit bids for up to £100,000 to support young people not in education, employment or training (NEET). Key requirements of the bid were to place NEET young people into work, to engage with employers, to provide coaching and mentoring and to deliver the provision through a 3<sup>rd</sup> sector partner. The bid deadline was the end of January 2013.
- 1.2. Following consultation with a broad group of 3<sup>rd</sup> sector partners and given the extremely tight timeline a partnership bid was drawn up with LBHF, Resurgo Trust (Spear) and Westfield Shopping towns Ltd, known as The Creating Pathways Partnership. The Creating Pathways Partnership submitted a bid to the City Bridge Trust and notification has recently been received advising that £100,000 has been successfully awarded.
- 1.3. The Creating Pathways Partnership is an exemplar partnership between the private, public and 3rd sector, which will drive innovative solutions to long term sustainable employment for NEET young people; provide

continuous professional development for management staff and address staff retention issues for employers.

## **2. RECOMMENDATIONS**

- 2.1. That approval be given for the Council to enter into contract worth £100,000 with The City of London, City Bridge Trust , to deliver support services to NEET young people and their employers with a focus on Westfield London.
- 2.2. That a service level agreement and delivery plan be established with the Resurgo Trust for the following key outputs:
  - 50 NEET H&F young people move into jobs,
  - In work coaching and mentoring of the above NEET young people
  - Management development coaching and mentoring training to 50 employers in Westfield over the coming 2 years.
- 2.3. That delegated authority be given to the Executive Director of Housing and Regeneration to contract with the Resurgo Trust on the above basis and oversee programme management and service delivery.

## **3. REASONS FOR DECISION**

- 3.1. Formal acceptance of the grant offer will enable the establishment of a pioneering strategic partnership between Westfield, local retailers, LBHF/WorkZone, JCP and Resurgo /SpearHead i.e. the Creating Pathways Partnership.
- 3.2. The grant will fund the partnership's aims to enable more employers to employ local people and offer more apprenticeships to NEET young people from Hammersmith & Fulham; to deliver sustainable and mutually beneficial employment outcomes; to share best practise and; to create a model which can be replicated with alternative employers and delivery partners for multiplied outcomes.
- 3.3. The grant will integrate with a number of existing initiatives: the Whole Place Community Budget Employability Passport pilot and the JobCentre Plus ambition to develop young people focussed employment support in Shepherds Bush and the White City Community Budget.

## **4. INTRODUCTION AND BACKGROUND**

- 4.1. The City of London invited all London Councils to submit a bid for up to £100,000 to address the number of young people not in employment education or training in London and place 1,000 of these people into

sustainable employment or long term training within the next 2 years across London.

- 4.2. The bids had to be led by a local authority and delivered through a third sector partner/s, build on existing activities and offer innovative solutions.
- 4.3. Bid Partners had to be able to show:
  - Experience of running a successful work training or apprenticeship scheme for NEETs (16-24 years old);
  - Evidence of a track record or success in securing jobs for young people and helping them maintain these jobs for at least a 6 month period;
  - Excellent connections with employers;
  - Thorough knowledge and understanding of the specific needs of NEETs, and Risk of NEET Indicators;
  - Experience of partnership working in the voluntary sector;
  - Have a strong working relationship with key partners, including Jobcentre Plus.
  - Details of their existing programme or initiative with evidence of its impact
  - External evaluations of bid partner activities
  - Annual Report or Review of bid partner with accompanying evidence of its track record.
  - Exemplar Case Studies from bid partner.
- 4.4. Originally bidding was initiated as a tri-borough approach. A meeting was held on the 13 December with a small group of H&F NEET providers to agree a way forward to bid for this funding while meeting the criteria and short deadline.
- 4.5. All partners at the meeting agreed employer engagement was the way to progress, with all partners feeling they would benefit from increased employer engagement activity no matter which provider was involved in delivery. The favoured idea was initially a website to act as a portal for employers wishing to employ young people.
- 4.6. Further research indicated that investment in a website was unlikely to be a practical and sustainable approach, that would also meet the bid criteria. Further research was carried out and discussions held with Westfield Shoppingtowns Ltd which resulted in a plan around a 3<sup>rd</sup> sector partner and direct employer support at Westfield.
- 4.7. A Tri-Borough meeting on 18 December 2012 agreed this approach; with RBKC following a similar plan to H&F and Westminster looking at a work place co-ordinator approach using Cross River Partnership.
- 4.8. A meeting was then held on 19 December 2012 with SpearHead (a delivery arm of the Resurgo Trust) where a project was worked out that would involve intense coaching and mentoring support to young people, as

an in work package. These activities would build on the pre-employment support provided by Spear or other providers for NEET young people placed into work in Westfield.

- 4.9. Employers within Westfield would then be offered an opportunity to participate in training around coaching and mentoring employees and equipping businesses to successfully recruit, develop and retain NEET young people.
- 4.10. A meeting was held with Westfield on 16 January to agree the approach, to gain their buy in to the Partnership and their support for activities. Westfield were delighted with the proposals so far. It was important to them that Spear already had a presence in Westfield with Marks & Spencer's where they are trialling a recruitment programme with NEET young people.
- 4.11. On 15 January 2013 RBKC proposed that they no longer wrote and led a Tri-Borough bid but that each borough submitted their own bid because emphasis from City of London was the local approach to NEET support. The bid deadline was 31 January so work progressed to develop the bid as a stand-alone partnership bid for Hammersmith & Fulham only.
- 4.12. A bid for £100,000 was submitted on 30 January 2013 under the Creating Pathways Partnership with a target of supporting 50 NEET young people into sustainable employment and to engage with and provide support to 50 employers. This was approved in whole on 18 May 2013 by the City of London

## **5. PROPOSAL AND ISSUES**

- 5.1. A major challenge affecting NEET employment prospects in LBHF is the local retailers perception that NEET young people are not work ready or not exhibiting the right attitude, skills, reliability or work ethic; and that therefore presenting higher risks to the business.
- 5.2. This proposal seeks to reverse this perception by working closely with employers to demonstrate that successful and sustainable employment outcomes are achievable with local NEETs in a way that benefits all parties and the wider community.
- 5.3. At Westfield London, only 13% of the 8,000 employees currently reside within LBHF. This is despite the fact 87% of Westfield's employees are aged between 16 and 34 and many employers prefer to recruit people who are within walking distance of the centre.
- 5.4. The highest NEET populations in Hammersmith and Fulham are in the north of the borough and within the locality of Westfield London. The most disadvantaged area in Hammersmith and Fulham is the White City and Wormholt area, where 18.7% of the population are NEETs aged 16 to 24.

This locality is just 8 minutes' walk from Westfield London. Similarly College Park and Old Oak at 18.4% NEETs is just 5 minutes further away.

- 5.5. Young people are currently supported through Council services and where appropriate referred to NEET service providers in LBHF, such as the Spear course, and employment service providers such as WorkZone and SpearHead to help them progress into employment. If young people have additional needs, such as learning difficulties, disability, or have been offenders, they are referred to appropriate support organisations in LBHF.
- 5.6. LBHF Children's Services teams work with other services, such as the Regeneration and Economic Development Team to ensure that pathways for young people are appropriate and provide progression routes as well as support.
- 5.7. From September 2013 there will be a shared referral process for all education providers to alert local authority services to a person if they have become NEET.
- 5.8. The Bi-Borough (LBHF and Royal Borough of Kensington and Chelsea) 14 – 19 Adviser works closely with the economic development team and with education, training and employment providers to minimise duplication and ensure offers are publicised and integrated. Providers have demonstrated a willingness to develop their provision where appropriate for young people, but recognise they may need additional support for those who are most vulnerable and that this can be offered by external agencies to complement the training and education offer.
- 5.9. SpearHead is one of the key local providers and works across the Bi-Borough area. It will also be involved in delivery of the RBKC counterpart proposal to City of London for this funding.
- 5.10. **The Partnership Pathway** - specifically this proposal creates three new and innovative forms of provision that will better marry up the expectations of employers with the needs and aspirations of young peoples:

- **In Work Mentoring and Support Tailored to the Employee/ Apprentice**  
SpearHead will provide 1:1 coaching and mentoring support tailored to each employee/ apprentice to ensure effective 'on-boarding' into work (assumed an average of ten meetings). This will include ad hoc and phone support in addition to face to face meetings.

Employees will benefit through increased self-awareness, confidence, focus and drive, as well as practical help with the demands of attending work, as it is recognised some young people will be the only person working in their household.

Teething issues will be addressed before becoming entrenched, thus also benefitting the employer through improved commitment, enthusiasm, retention and performance.

By liaising with the employee's manager prior to each session, the coaches will facilitate a 360 degree review process.

At the end of thirteen weeks employment, each employee will attend a review meeting with their manager and SpearHead coach to establish targets for their performance and career progression.

- **“Managing Young People” Programme**

SpearHead will provide the employer of each NEET with a place on a 50 hour group-training programme in how to better manage the integration, development and retention of their NEET recruits.

Content will include how to coach and build a positive relationship with the employee; how to deliver feedback constructively; how to hold challenging conversations; and how to inspire enhanced performance.

The skills acquired through these courses will have a positive impact on the management teams and organisational cultures of each Westfield retailer represented, and will therefore benefit future as well as current employees/ apprentices.

Follow-up events will be run for the employers within three months of completing the programme to review experience, encourage knowledge sharing and further embed their learning.

- **Peer Programme**

Employees/ apprentices will also be invited to join a peer group meeting once a month in order to share their experience and challenges; support each other; and receive further training and development.

## **6. OPTIONS AND ANALYSIS OF OPTIONS**

- 6.1. It is one of the economic development team's key priorities to support young people into employment and training solutions. While we intend to not be driven by funding opportunities in our approach, rather seek funding that meets our objectives, there was a clear fit with corporate and team priorities to apply for this grant funding route despite the tight time scales concerned and the consequent lack of opportunity to develop a bid with a wider consultation process.
- 6.2. The option not to apply for this grant funding was deemed as unacceptable given the fit with priorities and the fact that it was a London wide offer to all Councils.
- 6.3. We were also keen to continue to position ourselves as offering innovative employment solutions with a quality and meaningful partnership approach.

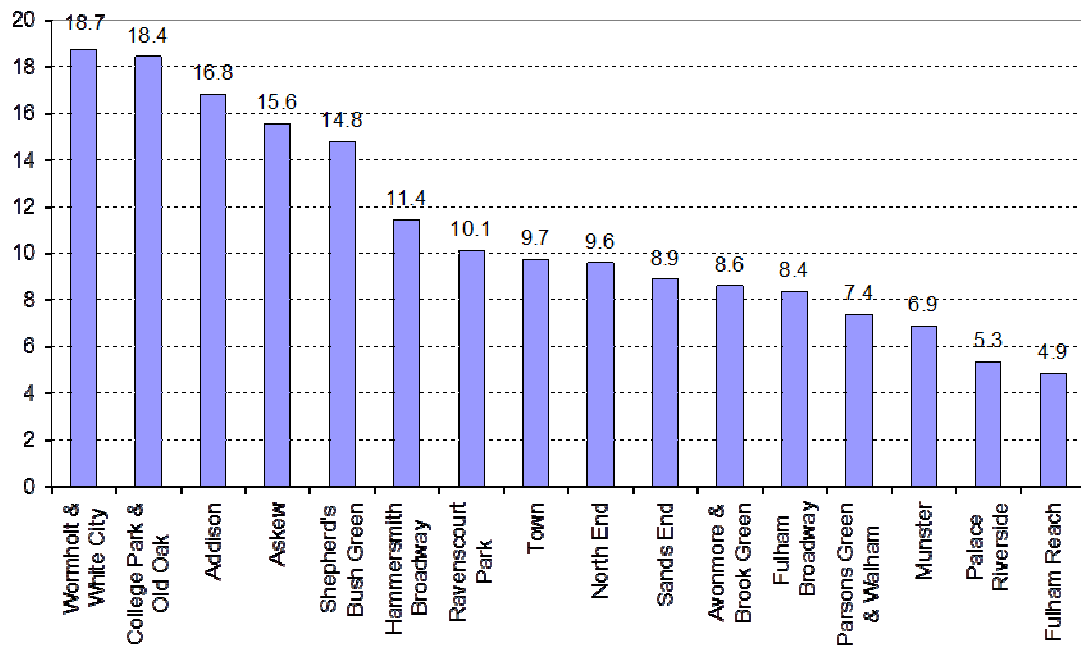
## 7. CONSULTATION

- 7.1. All NEET providers in the borough were invited to a consultation event in late December. They were asked to bring ideas to the workshop and then invited to submit additional thoughts and outline plans following that event. The focus on employer engagement as a priority came from this consultation.
- 7.2. The bid was also discussed with Westfield Shoppingtowns as a representative employer body and Team White City as an area and residents consultation body.

## 8. EQUALITY IMPLICATIONS

- 8.1. The programme will be targeted primarily at the most disadvantaged NEET young people from the North of the borough.

Youth Worklessness in Hammersmith & Fulham 16 - 24 Years old



## 9. LEGAL IMPLICATIONS

- 9.1. The Council is empowered under Sec 1 of the Localism Act 2011 to take any action for the welfare of its residents including the present proposal to form a partnership obtain grant and use it of the purposes mentioned in this report.
- 9.2. Under the conditions of the grant, LBHF will be responsible for ensuring the grant is used for purposes specified in the original bid. City Bridge Trust reserve the right to claim back or adjust payments accordingly.

- 9.3. LBHF is also required to indemnify the City Bridge Trust for any claims resulting from activities carried out during delivery of the programme.
- 9.4. Implications verified/completed by: (Name: Babul Mukherjee, Solicitor (Contracts), Bi-Borough Legal Services, RBKC )

## **10. FINANCIAL AND RESOURCES IMPLICATIONS**



- 10.1. Funding of £100,000 will be paid in advance to LBHF by City of London on a quarterly basis. Payments will then be made to partners and a validation and approval process will need to be established before payment arrangements can be confirmed to ensure that outputs are delivered.
- 10.2. Finance officers have reviewed the terms and conditions of the grant allocation to ensure that financial and other risks (such as clawback) are assessed and mitigated, and that monitoring / auditing / performance arrangements are set up in accordance with Council policy.
- 10.3. It is also recommended that finance officers review the details of the service level agreement to be established between the Council and the employment support providers to ensure that payments are made only for costs eligible for grant funding.
- 10.4. In terms of the Council's costs, the activities associated with administering the grant funded scheme, and with assisting workshop participants into employment will be funded from existing resources. There is no requirement for any match funding and the officer time required to facilitate this grant is minimal.
- 10.5. Implications verified/completed by: Daniel Rochford, Head of Finance, 020 8753 4023.

## **11. RISK MANAGEMENT**

- 11.1. Risks of the programme have been minimised by working with partners already established and delivering to high quality standards in their fields. The Resurgo Trust and Westfield Shopping towns Ltd are fully committed to the programme and have committed resource for successful delivery.
- 11.2. The key risk could be a lack of employers engaging with the project, however the LBHF WorkZone will support the programme and integrate activities with the retail apprenticeship programme already in place. This initiative is already starting to show excellent returns in employer engagement, apprenticeship posts created and pre-employment support activities.



**LOCAL GOVERNMENT ACT 2000**  
**LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT**

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	City of London Youth Offer bid	Ingrid Hooley x 6454  City of London Youth Offer Bid...	Economic Development, 3 <sup>rd</sup> Floor THX
2.	City of London letter informing the success of the bid	Ingrid Hooley x 6454  Youth Offer - Council Decision...	Economic Development, 3 <sup>rd</sup> Floor THX