

Decision Maker: EXECUTIVE AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: Tuesday 8 July 2014

Decision Type: Non-Urgent Non-Executive Non-Key

Title: BROMLEY YOUTH EMPLOYMENT PROJECT (PHASE 2)

Contact Officer: Paul King, Head of Bromley Youth Support Programme
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Chief Officer: Executive Director of Education, Care & Health Services

Ward: (All Wards);

1. Reason for report

On 5th June 2014, the Executive and Resources Policy Development and Scrutiny Committee (E & R PDS Committee) considered a report outlining the findings and draft recommendations arising from Bromley Youth Employment Project (Phase 2) Task and Finish Group's review of evidence gathered, taking into account the views of a Member Working Party. The report also outlined the Bromley Education Business Partnership proposed Delivery Model for the Bromley Youth Employment Project (Phase 2).

The Committee asked for the project performance monitoring arrangements to be strengthened to ensure effective delivery against measurable project outcomes.

This report:

- a) outlines the proposed Bromley Youth Employment Project Performance Management Framework (this includes the Profile of Project Activity, Outcomes and Outputs and the Project Risk Assessment).
- b) provides information on the Bromley Education Business Partnership

2. **RECOMMENDATION(S)**

The Executive and Resources PDS Committee are asked to consider the proposed Project Performance Management Framework.

The Committee is also asked to recommend approval for the Bromley Education Business Partnership to commence delivery of the Bromley Youth Employment Project (Phase 2) by the Resources Portfolio Holder.

The Resources Portfolio Holder is asked to:

- a) note the report and consider the recommendations from the E & R PDS Committee**
- b) give approval for the Bromley Education Business Partnership to commence delivery of the Bromley Youth Employment Project (Phase 2).**

Corporate Policy

1. Policy Status: Existing Policy:
 2. BBB Priority: Regeneration, Supporting Children and Young People, Vibrant Thriving Town Centres
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Financial

1. Cost of proposal: £260K
 2. Ongoing costs: Non-Recurring Cost:
 3. Budget head/performance centre: Earmarked reserves for Member Priority Initiatives
 4. Total current budget for this head: £260K
 5. Source of funding: Earmarked reserves for Member Priority Initiatives
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Staff

1. Number of staff (current and additional): Bromley Education Business Partnership (existing staff) and 2 Graduate Interns (additional employed on fixed term basis)
 2. If from existing staff resources, number of staff hours: 8.9FTE
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Legal

1. Legal Requirement: None:
 2. Call-in: Applicable:
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Customer Impact

1. Estimated number of users/beneficiaries (current and projected): 3000 employers, 900+ students, 100 unemployed young people in Bromley aged 17 -24 placed in to contracted employment
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Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable
2. Summary of Ward Councillors comments: n/a

3. COMMENTARY

Background

On 26th March 2012, Council approved the setting aside of £2.26m in an earmarked reserve for Member Priority Initiatives. £500k was approved for a scheme to help tackle youth unemployment in the borough through supporting the creation of sustainable job opportunities.

At the meeting of the Executive & Resources PDS on 14th June 2012, the Resources Portfolio Holder approved proposals to procure an employment and skills service provider to deliver the youth employment project which would support unemployed 18-24 year old residents to access sustainable employment by creating apprenticeship and internship opportunities across a 3 year period (2013 – 2016).

On 31st January 2013, the Resources Portfolio Holder awarded the contract to deliver the project to Bromley College of Further and Higher Education for the sum of £500k which included the delivery of 132 internship and 66 apprenticeship opportunities intended to benefit a total of 198 young people in the borough.

On 5th February 2014, the Executive and Resources PDS Committee supported proposals a) to terminate the contract with the college for the delivery of the Bromley Youth Employment Project due to the colleges inability to deliver the tendered number of outcomes b) to reallocate the earmarked reserve to continue to support the objectives of the project and c) to approve a Task and Finish Group, led by the Bromley Education Business Partnership and overseen by a Member Working Group to undertake an options appraisal, exploring alternative ways to deliver the project objectives.

At their meeting on 5th June 2014, the Executive and Resources PDS Committee considered a report outlining the findings and draft recommendations arising from Bromley Youth Employment Project Task and Finish Group's review of evidence gathered, taking into account the views of the Member Working Party. The report also outlined the Bromley Education Business Partnership proposed Delivery Model for the Bromley Youth Employment Project (Phase 2). The Committee asked for the project performance monitoring arrangements to be strengthened to ensure effective delivery leading to good quality contracted employment for young people. The Committee also agreed that it would be helpful to know more about the work of the Bromley Education Business Partnership.

Bromley Youth Employment Project Performance Management Framework

The Project Performance Management Framework is based on:

- a) the setting of clear measurable project objectives and targets
- b) identifies accountability for the delivery of project objectives and targets
- c) considers possible risks to projects performance and outlines plans to manage those risks.

The setting of clear measurable objectives and targets

A Profile of Project Activity, Outcomes and Outputs has been produced. This breaks down the outputs that are identified in the Bromley Youth Employment Project (Phase 2) Delivery Model into monthly project targets from July 2014 to March 2017. The Bromley Youth Employment Delivery Model was previously presented to the E & R PDS Committee on 5 June 2014.

At the meeting on 5 June, E & R PDS Committee members raised concerns that the project should deliver high quality sustained placements into contracted employment for young people. To address this concern the project targets include the following:

Young people placed into contracted employment – target of 120 over two years
Young people in contracted employment at six month follow up - target of 100 over two years.

The above target profile assumes that 84% of young people placed into contracted employment will stay for six months or longer. If the actual ratio proves to be lower, the first target will be increased to ensure the second target is achieved.

Appendix 1: Bromley Youth Employment Project Profile of Project Activity, Outcomes and Outputs

Accountability for the delivery of project objectives and targets

Individual staff performance against individually allocated project outputs will be reviewed fortnightly by line managers and progress will be reported monthly to the BEBP Operational Project Lead and the Head of the Bromley Youth Support Programme (Project owner). The Head of Bromley Youth Support Programme will provide a monthly progress report to the EC & HS DMT.

A Bromley Youth Employment Project Board will be established and will be made up of representatives from the sectors consulted as part of the Phase 2 stakeholder research including a Member from the Member Working party, to ensure that Member interest and perspective on the project is adequately prioritised. The Board will be chaired by the LBB Assistant Director Education. The Head of Bromley Youth Support Programme will report to the Project Board on a two monthly basis. The Project board will report to the Executive and Resources PDS Committee for Member scrutiny on a three monthly basis.

Appendix 2: Bromley Youth Employment Project Performance Management and Governance Arrangements

Project Risk Assessment

As part of the Bromley Youth Employment Project Performance Management Framework a Project Risk Assessment has been undertaken. The Risk Assessment enables officers to identify, manage and mitigate risks that could prevent the project from delivering.

Appendix 3: Bromley Youth Employment Project Risk Assessment

Information on the Bromley Education Business Partnership

The Bromley Education Business Partnership (BEBP) is part of the LBB Youth Support Programme. The BEBP delivers a wide range of innovative work related learning activities in schools and colleges in partnership with the community and with local/national business to help prepare young people for the world of work. The service has a data base of over 10,000 employers and employs a staff team (including Business Link Co-ordinators) who have relevant experience of employer engagement activities and organising large scale employer events. The BEBP has already been involved in promoting apprenticeships and in delivering pre apprenticeship support programmes aimed at 16 -18yr olds who were NEET or at risk of NEET, many of whom faced significant barriers to participation. As part of these programmes the BEBP recruited the candidates, identified local

apprenticeships, ran tailored training packages to increase job readiness and matched potential recruits to potential employers.

In addition the BEBP Mentoring Initiative has a team of fully trained mentors who are available to support the development of young people by increasing their self-esteem, improving their motivation to learn, raising attainment and improving personal and social skills.

The BEBP also works with schools and colleges to deliver programmes of work experience for whole year groups or more bespoke work placement packages for students on specific courses or those requiring an alternative curriculum and who are at risk of becoming NEET. The BEBP also offers a pre-placement checking service to quality assure potential work experience placements.

The service receives LBB core funding of £73K with the remaining income of £317K generated through sold services. The service has predominantly focused on employability support programmes aimed at 15 to 18 year olds, however with additional funding the service can extend its current reach and deliver a) employability support programmes for 17 – 24 year olds and b) a borough-wide enhanced employer engagement programme.

For more information go to <http://www.bromleyebp.org.uk/>

4. POLICY IMPLICATIONS

The project supports the Council's Building a Better Bromley priorities for 2014/15 linked to Regeneration, Supporting Children and Young People and Vibrant Thriving Town Centres.

5. FINANCIAL IMPLICATIONS

On 26th March 2012 Council approved the setting aside of £2.26m in an earmarked reserve for Member Priority Initiatives. A sum of £500k was approved for a scheme to help tackle youth unemployment in the borough. Following a procurement process, in January 2013 Bromley College of Further and Higher Education were awarded a contract to deliver 198 apprenticeship and internship opportunities for young unemployed residents after demonstrating best value for money.

The contract specification included a payment mechanism whereby funds will only be released when evidence is provided to substantiate that specific outcomes have been achieved/delivered at the various stages of the project. The college was unable to deliver the tendered number of outcomes. On 5th February 2014 the Executive and Resources PDS Committee supported proposals to terminate the contract with the college for the delivery of the Bromley Youth Employment Project and to reallocate the earmarked reserve to continue to support the objectives of the project. These proposals were subsequently approved by the Resources Portfolio Holder on 21 February 2014.

Based on the agreement of Members to honour payments for sustained outputs against those apprenticeships and internships that had already been created by the project and those created during a three month notice period, the budget for the second phase of support is anticipated to be between £260K and £300K (depending on the number of apprenticeships/internships delivered and the number of sustained outputs achieved by the end of the contract's termination period.)

The project will be delivered a) through the existing staff resource within the BEBP and b) will entail the recruitment of 2 graduate Interns. The Graduate Intern salary is paid as a spot

salary of £17,049 plus on-costs of 22% if they join the pension scheme or 9% if they opt out. The salary plus on-costs for the 2 Interns are included in the total project cost of £260K.

6. LEGAL IMPLICATIONS

At their meeting on 5th February 2014, the Executive and Resources Policy Development and Scrutiny Committee supported proposals, approved on 21 February 2014, for the termination of the contract with Bromley College for delivery of the Bromley Youth Employment Project by providing three months' notice.

Following discussions between both parties a mutual agreement was reached to terminate the contract. Clause 21 of the contract Agreement permitted LBB to terminate the agreement by giving three months written notice. This notice was deemed served on 28th February 2014 therefore the Agreement will terminate on 31st May 2014.

7. PERSONNEL IMPLICATIONS

The project will be delivered through a) existing staff resources within the BEBP and b) will also entail the recruitment of 2 Graduate Interns.

The Council currently provides internships for up to 4 graduates per Year. The salary plus on costs (see Section 5 above) for the 2 interns are included in the total project cost of £260K.

Non-Applicable Sections:	[List non-applicable sections here]
Background Documents: (Access via Contact Officer)	Bromley Youth Employment Project – Executive and Resources PDS on 5 th June 2014 DRR14/015 Bromley Youth Employment Project: : Performance Update for Quarter 2 DRR13/133 Bromley Youth Employment Project – Update (November 2013) Bromley Youth Employment Project – Award of Contract (31st January 2013) Bromley Youth Employment Project – Renewal & Recreation PDS on 10th July 2012, Executive & Resources PDS on 14th June 2012 Full Council meeting held on 26th March 2012