**APPENDIX A - Moving on Up – Brent**

**Specific details of work to be undertaken**

Moving on Up (MoU) is an employment initiative helping young black men to find jobs and careers in London’s competitive labour market. The MoU ambition is to increase the employment rate for economically active young black men in London from 64% in 2014 to 84% by 2020. Within the MoU programme, ‘young’ means age 16 to 24 and ‘black’ includes people from black British, black African, black Caribbean, other black and mixed black ethnic groups.

The Initiative is a collaboration between Black Training and Enterprise Group (BTEG), City Bridge Trust, and the Trust for London.

The Initiative partners have been working with Brent council, the Department of Work and Pensions, and local partner organisations to identify what can be done to improve employment for young black men in Brent. In January 2019 the Moving On Up partnership highlighted three issues which were holding back young black men from raising their potential in the labour market. These were

1. The lack of pathways into good jobs with prospects,
2. Lack of mentors and positive role models and
3. Difficulties engaging employers in discussions about recruitment and progression barriers for young black men.

The partnership is developing a Collective Impact Action Plan for 2019 to 2021 for improving employment outcomes for young black men in Brent. This action plan which will be completed in July 2019, will include new services which will be funded to address the three issues identified above. These services are:

**Priority 1: Pathways for Young Black Men to jobs with prospects.**

**Priority 2: Moving on Up Mentoring Programme**

**Priority 3 : Employer Engagement.**

These new services will be delivered between September 2019 and September 2021. The services to be delivered under each priority would benefit from being interlinked. Trust for London would welcome applications from an organisation or consortium of organisations which are able to deliver services for all three priorities.

These services are intended to complement, and wherever possible be integrated into, existing service provision in order to achieve the collective goals of the Brent MoU Action Plan. The collective impact Action Plan is a dynamic framework for providing targeted support to move young black men into good jobs with prospects. Providers of the services outlined in these specifications are expected to be from, or become part of the collective impact partnership, and to contribute to achievement of the Action Plan objectives and targets. Providers of these services are expected to operate collaboratively and flexibly in order to achieve the Action Plan objectives and targets. The Action Plan objectives and targets may change over the delivery period, as agreed by the collective impact partners.

**Funding**

A total of £400,000 has been identified for the Moving On Up programme in Brent. **This includes £200,000 from the DWP which is subject to approval.** The DWP funding is for Priority 1 Strand 1 Helping unemployed young black men. The remainder of the funding will be provided by Trust for London and City Bridge Trust.

It is anticipated that the funding will be divided between the three priorities on the following basis. Please note these percentages are a guide.

The exact funding allocation for each priority may vary:

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| **Priority** | **Priority** | **Percentage of funding** |
| Priority 1: | Pathways for Young Black Men to jobs with prospects.  Strand 1 Helping unemployed young black men | 50% |
| Strand 2: Helping black young men progress into higher level roles | 15% |
| Priority 2: | Moving on Up Mentoring Programme | 20% |
| Priority 3 | Employer Engagement | 15% |

**Details of each priority area can be found below.**

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| **Priority 1: Pathways for Young Black Men to jobs with prospects.** | |
| 1 | **What is the need/ issue we are seeking to address?**  Young Black Men (YBM) lack opportunities to access employment which is secure and with opportunities to progress. Many have qualifications and aspirations to progress in their careers. However, some do need pre and post- employment support, guidance and encouragement from training provides and employers.  Other YBMs have skills (e.g. Graduates) and work experience but face additional barriers to accessing jobs at the appropriate level. |
| 2 | **What are the aim and objectives?**  A key aim for Moving On Up is to get more young black men into secure employment and higher paying sectors and/or occupations where they are under-represented. The Moving On Up partners in Brent have identified a particular local priory which is to help those with low skills and without employment experience, access to appropriate, quality entry-level jobs as a starting point from which to progress. This project will increase the number of unemployed and under-employed young black men accessing secure employment (i.e. jobs that are not zero hour contracts) with opportunities for the young person to progress once in work. Where possible and where this is supportable by the labour market the project will support and encourage employers paying **the London Living Wage**.  **Strand 1** will help unemployed YBM secure appropriate entry-level jobs which can be a stepping stone to higher paid positions in order that no-one is left behind.  **Strand 2** will help YBM who are already in work or have work experience or high level skills and want to progress into higher level roles.  Brent will be the London Borough of Culture in 2020. This project will support the objective to support young people to access employment in the creative and cultural industries. |
| 3 | **Who are the beneficiaries?**  Young Black Men aged 16 to 24 years old. This includes both employed and unemployed YBM.    **Strand 1** will target unemployed YBM.  **Strand 2** will target YBM who are employed and/or have work experience and those with high level skills e.g. Graduates. |
| 4 | **What are the activities which would be delivered?**  **Strand 1 Helping unemployed young black men**  The council is already actively working with local employers including Hyperoptic, London Borough of Brent, DWP, London Designer Outlet, Box Park and major construction companies and developers including Quintain, Wates and St Georges as well as with the College of North West London and wider partners, to develop pre-employment programmes to help local people access jobs, with prospects for progression, in a wide range of sectors.  Brent will be the London Borough of Culture in 2020. This project will support the objective to support young people to access employment in the creative and cultural industries.  A programme of apprenticeships, traineeships and work based training will be delivered starting in September 2019 to provide local people with the skills and employment support leading to guaranteed interviews for jobs.  This project will provide additional wrap around support, customised to the needs of the individual, to enable YBM to gain maximum benefit from these programmes and to access jobs with prospects for progression.  The support will include:  Outreach and engagement – to increase the number of YBM starting the programmes. This support will enhance the information, advice and assessment of YBM resulting in an increase the number starting and completing the programmes and accessing employment of a type and at a level appropriate to their skills and aspirations.  Pastoral support to YBM when they are on the programmes to ensure sustainment and to provide the additional support to ensure they gain maximum benefits from participation as well as access to wider support services to address any barriers to employment and progression.  Coaching and additional one to one support to provide support which is bespoke to the young person`s needs.  Post-employment support with the employee and employer to enhance sustainability and development of the new member of staff during the probation period.  In work support will also be provided to help employees gain the skills to sustain employment and progress into higher level roles. Support will include accredited skills (up to Level 3) in Business Administration, Finance, Management and Leadership, Customer Service, Functional Skills and Construction Skills.  In work coaching and mentoring to help YBM to sustain employment and progress into higher level roles.    **Strand 2: Helping employed black young men progress into higher level roles**  The activity delivered under this strand will include :  Outreach and engagement to identify and work with a small cohort of young black men who are in work, or/and have skills and work experience but are under-employed and want to progress to higher employment. The project should target young men who are motivated to be high achievers.  Assessment of their current skills, experience and career aspirations. Set goals and milestones and complete individual action plans.  Deliver a programme of support. This would include one to one coaching and mentoring to support career development. It could also include peer to peer support and group work. It could include work with the managers and employers of YBM.  Provide regular reviews with the beneficiaries  The project will need to provide evidence of career progression, which demonstrates that the intervention has led to the black young person being promoted within his workplace, gaining greater responsibilities, higher grade level and increased salary.  The project should provide case studies of success.  Wherever possible the project should seek to develop YBM who could be role models or mentors for others.  Both Strand 1 and Strand 2 will be integrated with Brent`s Moving on Up Collective Impact Action Plan.  The support will be integrated with the MoU Mentoring programme (Priority 2) which will provide beneficiaries of this project with mentors with experience of working in the world of work. It will also be integrated with Employer Engagement activity (Priority 3) which will work directly with employers to identify and tackle recruitment and progression barriers for young black men. |
| 5 | **Who are the partners?**  Moving on Up partners who support YBM.  Job Centre Plus  Brent Works, London Borough of Brent  Community Hubs  College of North West London  Middlesex University  Local employers including: Hyperoptics, London Borough of Brent, DWP, LDO, Box Park and Construction companies.  Other employers with vacancies for jobs with prospects and opportunities for progression. |
| 6 | **What are the outcomes?**  Strand 1 - Increase the number of YBM – a) accessing and sustaining further employment and skills support; and b) Securing jobs with prospects in employment in 2019/20, 2020/21. This would include increasing the number of apprenticeships.  Strand 2 – Increase the number of YBM in higher level jobs - including professional roles and management positions.  The project will focus on i) buoyant sectors where there is current and future labour-market demand able to offer ongoing employment and career opportunities to Young Black Men and ii. Sectors and occupations where YBM are currently underrepresented. |
| 7. | **How to apply?**  Applicants should complete the application form and should provide the following additional information as an attachment to their application:  **Strand 1**   1. Provide a case study of how you have successfully recruited young black men onto an employment programme and kept them engaged once on the programme (500 words). 2. Describe how you would work with local partners which provide support for young black men and how will you ensure that the support adds value to services already provided? (250 words). 3. Describe how you will ensure that beneficiaries are able to access and retain good quality jobs. Describe how you have helped young black men into jobs (500 words). 4. Describe your systems for managing and monitoring performance and finances (250 words).   **Strand 2**   1. Provide a case study of how you have successfully recruited young black men onto an employment programme and kept them engaged once on the programme (500 words). 2. Describe how you would work with local partners which provide support for young black men and how will you ensure that the support adds value to services already provided? (250 words). 3. Describe how you will ensure that beneficiaries are able to access and retain higher level jobs. Provide details of the type of occupations and employment sectors which beneficiaries would be supported into (500 words). 4. Describe how you would work with employers to support YBM to progress to higher positions while in work (250 words). 5. Describe your systems for managing and monitoring performance and finances (250 words). |

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| **Priority 2: Moving on Up Mentoring Programme** | |
| 1 | **What is the need/ issue we are seeking to address?**  YBM face barriers to accessing ‘jobs with prospects’. They may need bespoke one to one mentoring support which responds to their specific needs and equips them with the knowledge skills and confidence to succeed. Mentors should have insight into the experience of YBM looking for employment or entering the labour market for the first time, and an ability to listen, develop trust, motivate and provide sound advice and guidance on employment and skills to the mentee. |
| 2 | **What are the aim and objectives?**  Aim: To increase the number of YBM who are job ready, who can access ‘jobs with prospects’ and/or progress in work.  Objectives:   * To increase the number of mentors for YBM. * To equip existing mentors or those who want to be mentors with the knowledge and skills to effectively mentor YBM in Brent. * To deliver pre and post-employment mentoring resulting in improvements in employment outcomes for YBM. * To provide a legacy of mentoring support for YBM in Brent |
| 3 | **Who are the beneficiaries?**  The project will address both the supply and demand for mentoring. It will support both mentors and mentees.    The Mentees - 16-24 year old YBM.  Those who are job ready and need knowledge and understanding about jobs and the skills to secure employment.  Those who are in employment - who need motivation and understanding of how to progress and develop in work.  Those who are unemployed and further away from the labour market and need motivating, knowledge and understanding of employment opportunities and skills and recruitment.  Who are the Mentors?  People who have an understanding of the experience of young black men and the barriers and opportunities they face to access employment and to progress into higher level jobs and who are motivated to support YBM. They will include:   * Managers and professionals in the London Borough of Brent * Managers and professionals in other public sector employers (including DWP, NHS and West London Alliance). * Managers and professionals in the private sector particularly in sectors where YBM are under-represented (e.g. the construction, tech, finance, and creative sectors). * Brent residents who are familiar with the world of work. |
| 4 | **What are the activities which would be delivered?**  The following activities would be delivered over a 24 month period (from September 2019 to September 2021).  Review existing skills and employment support for young people in the borough. Set out how the project will develop a programme of mentoring which would be embedded within this support. Develop a plan to develop and coordinate existing support.    Develop the systems and processes for managing and monitoring the mentoring programme. Develop an online management system for matching mentor to mentee and for delivering and recording the mentoring process.  Promotion and recruitment of mentors. Develop and implement a communication plan designed to engage with employers, employees and others and recruit people who are interested in becoming mentors for YBM. (20 people signed up to become mentors).  Train a cohort of mentors. (10-15 mentors) Deliver training workshops on : how to mentor, skills for mentoring, the mentoring process, DBS checks. One to one coaching.  Recruitment of mentees. Promote to local organisations that work with YBM and identity YBM who would benefit from mentoring.  Screen and match mentees to mentors (30 YBM benefiting from mentoring)  Develop the coordination of mentoring. Coordinate ongoing peer to peer support for mentors. Deliver ongoing support including training, advice and guidance to mentors to ensure the quality of the mentoring being provided. Celebrate success with an awards programme for best mentor and best mentee. |
| 5 | **Who are the partners?**  The project needs to embed support within existing employment, skills education services and schemes to support the mentoring. In particular it should establish partnership working to establish:   * Referral pathways for mentees to join the mentoring programme from local organisations that work with YBM (particularly MoU partners). * Referrals to information advice and guidance services. * Effective recruitment of people who could become mentors. * Apprenticeship providers and employer networks.   Methodology  The project should make use of technology (social media / on line services).  It should complement and enhance existing employment and training programmes which support YBM. It should formalise, coordinate and improve the quality of existing mentoring.  It should adopt a collective impact model in which partners and stakeholders work together to support the mentoring programme.  It should support and enhance apprenticeships schemes.  It should champion the business case for diversity, particularly when engaging with employers (i.e. mentoring can help employers improve recruitment and retention). |
| 6 | **What are the outcomes?**  The key outcomes would be:   * Develop a cohort of (10-15) mentors who are trained and coordinated and can be sustained beyond the life of the project. * 30 mentees benefiting from mentoring and showing progress to job readiness and/or progress in work to higher level jobs * Embed mentoring within the culture of the business. * Develop a sustainable network of mentors which would continue to deliver mentoring after June 2021. * Develop a mechanism for mentees and mentors to feedback on the strengths and weaknesses of the programme which would contribute to the evaluation of the programme which would be completed by BTEG. |
| 7 | **How to apply?**  Applicants should complete the application form and should provide the following additional information as an attachment to their application:   1. Provide a case study of how you have successfully delivered mentoring for young black men (500 words). 2. Explain how you would recruit and train mentors. How would you support the mentors to develop and coordinate activity? (250 words). 3. Describe how you would work with local partners which provide support for young black men and how will you ensure that the support adds value to services already provided? (250 words). 4. Explain how you would promote the mentoring promotion?. Who would you promote it to? (250 words). 5. Describe your systems for managing and monitoring performance and finances (250 words). |

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| **Priority 3 : Employer Engagement**   1. Working directly with employers to identify and tackle recruitment and progression barriers for young black men; and 2. Securing more direct employer input to help raise young black men awareness of career opportunities e.g. more industry talks in colleges and universities. | |
| 1 | **What is the need/ issue we are seeking to address?**  YBM are not accessing management positions, career jobs and other jobs with prospects. YBM are not accessing jobs commensurate with their skills consequently a high number of YBM with high level skills are underemployed.  Employers particularly in the tech, creative, construction, manufacturing, business and finance sectors are not recruiting YBM to management positions and to jobs with career opportunities. Employers do not know how to engage with YBM. They need support so that they can be effective at attracting and recruiting YBM and developing YBM who are employees.  The recruitment and employment practices of employers are not effective at supporting YBM to enable them to access these jobs.  There is a lack of resources and skills within employment support services to engage employers and review and improve policies and procedures so they are better at supporting young black men. There is not enough being done to tackle employer’s unconscious bias.  YBM lack up-to-date knowledge about the world of work. They too often feel that they are not able to access careers, professional jobs and management positions. They need to be better informed about a wider range of good employment opportunities and need support which inspires, motivates. |
| 2 | **What are the aim and objectives?**  There are two objectives:   * Working directly with employers to identify and tackle recruitment and progression barriers for young black men; * Securing more direct employer input to help raise awareness amongst young black men of career opportunities e.g. more industry talks in colleges and universities. |
| 3 | **Who are the beneficiaries?**  YBM aged from 16 to 24 years old.  Hiring managers and HR managers in medium and large businesses particularly in the tech, creative, construction, manufacturing and business and financial services in the Brent travel to work area. |
| 4 | **What are the activities which would be delivered?**  Working directly with employers to identify and tackle recruitment and progression barriers for young black men. It is anticipated that the activities would include the following:  Develop case studies of good practice in the recruitment and employment of YBM.  Engage with hiring managers and HR managers, with a particular focus on employers in the tech, creative, construction, manufacturing and business and financial services in the Brent travel to work area.  The engagement would target i) sector leaders, ii) businesses with a commitment to diversity, iii) Employers who are partners and/or suppliers to the council and public sector partners. One to one meetings with hiring managers and HR managers.  A programme of events to show case employers good practice and celebrate diversity in the workforce.  Promotional work to recruit more employers to the project, to raise awareness and celebrate the business benefits of employing YBM and of a diverse workforce. Business Diversity Awards for employers and employees.  Securing more direct employer input to help raise young black men awareness of career opportunities e.g. more industry talks in colleges and universities  The activities delivered in B would utilise the employer contacts and case studies developed under A to raise awareness of career opportunities for YBM in education. Activities would include:   * Engagement with careers officers, Head teachers, Head of Departments in 6th Forms, NW London College, Middlesex University * A series of career events focusing on particular sectors and occupations. Including employer visits to school, Career Expos, school visits to employers (eg Blue Chip employers in the City). * A programme of events to motivate and inspire YBM based around inspirational speakers * Implementation of a communication plan which would promote high quality employment opportunities for YBM. |
| 5 | **Who are the partners?**  Employers supporting the pan London Employer Engagement work of BTEG.  Employers - HR professionals and Hiring Managers.  Brent Council (Education).  Careers and IAG providers for YBM.  Employers.  Six Forms, FE College and Middlesex University  YBM |
| 6 | **What are the outcomes?**   * 30 employers engaged * 10 employers pledging support to improve recruitment and employment practices for YBM and/or helping to raise young black men awareness of career opportunities e.g. more industry talks in colleges and universities * YBM securing management positions and/or jobs with career opportunities * Increase in-work progression of YBM * Support the recruitment of business champions and mentors for the Moving on Up Mentoring Programme (developed under Priority 2). |
|  | Applicants should complete the application form and should provide the following additional information as an attachment to their application:   1. Provide a case study of how you have successfully worked with employers to support the employment of young black men. (500 words) 2. How would you engage with employers? Describe the employers who you would be working with. (250 words) 3. Describe how you would work with local partners which provide support for young black men and how will you ensure that the support adds value to services already provided? (250 words) 4. Describe your systems for managing and monitoring performance and finances (250 words). |

**How to apply**

Please complete the application form (Appendix B) and provide the additional information required for each of the priority areas you are applying for as an attachment to your application.

PLEASE SUBMIT YOUR COMPLETED APPLICATION AND ACCOUNTS TO:

[applications@trustforlondon.org.uk](mailto:applications@trustforlondon.org.uk)

**Closing date 13 June 2019 12 noon**