**APPENDIX A - Moving on Up – Newham**

**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 been working with Newham council, the Department of Work and Pensions, the Black Training and Enterprise Group and local partner organisations to identify what can be done to improve employment for young black men in Newham. In March 2019 the Moving On Up partnership highlighted three issues which need to be addressed in order to enable young black men to reach their potential in the labour market. These were i) improved employer engagement, ii) improved outreach and engagement iii) increased opportunities for in-work progression.

The partnership has been developing a collective Impact Action Plan for 2019 to 2021 for improving employment outcomes for young black men in Newham. This action plan which will be completed in July 2019 will include new services which are being procured to address the three issues identified above. These services are:

**Priority 1: Employer engagement to support young black men to succeed in the labour market.**

**Priority 2: Outreach and engagement programme to enrol young black men in the Moving on Up Programme.**

**Priority 3: In-work progression programme to equip young black men to secure promotion opportunities.**

The services which are 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.

The services being funded are intended to complement, and wherever possible be integrated into, existing service provision in order to achieve the collective goals of the Newham 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 £200,000 has been allocated for the Moving On Up programme in Newham. This funding is from Trust for London and City Bridge Trust. It is anticipated that this will be divided between the three priorities on the following basis (these percentages are a guide. The exact funding allocation for each priority may vary):

**Timescales:**

Funding is available for a 2-year period from grant award.

|  |  |
| --- | --- |
| **Priority** | **Percentage of funding** |
| Priority 1: **Employer engagement to support young black men to succeed in the labour market.** | 20% |
| Priority 2: **Outreach and engagement programme to enrol young black men in the Moving on Up Programme** | 30% |
| Priority 3 : **In-work progression programme to equip young black men to secure promotion opportunities** | 50% |

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

|  |  |
| --- | --- |
| **Priority 1: Employer Engagement.**  Working directly with employers to identify and tackle recruitment and progression barriers for young black men and develop a range of employer-led support to empower young black men to progress in good quality employment. | |
| 1 | **What is the need/ issue we are seeking to address?**  Young black men are not accessing management positions, career jobs and positions commensurate with their skills. Consequently, a high number of young black men with high level skills are underemployed.  Employers are not recruiting young black men into management positions and to jobs with career progression opportunities. Employers need support so that they can be effective at attracting and recruiting young black men and developing them once they are employed.  There are a lack of resources and skills within employment support services to engage employers to review and improve policies and procedures to enable them to improve their support for young black men. There is not enough being done to tackle employer’s unconscious bias.  Young black men 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 and motivates them to succeed.  **Employer Engagement** activities will link to the other two priorities; **Outreach & Engagement** and **In-Work Progression.** |
| 2 | **What are the aim and objectives?**  Working directly with employers to identify and tackle recruitment and progression barriers for young black men and develop a range of employer-led support to empower young black men to progress in good quality employment.  The focus should be on working with employers who have good quality career opportunities paying at least the London Living Wage and particularly those in the Construction, Tech and Financial Sectors. |
| 3 | **Who are the beneficiaries?**  The immediate beneficiaries arehiring managers and HR managers in medium and large businesses particularly those in the tech, financial and construction sectors in the Newham travel to work area.  The longer-term beneficiaries will be the young black men who secure career-grade opportunities with the employers. |
| 4 | **What are the activities which would be delivered?**  The successful provider will work directly with employers to identify and tackle recruitment and progression barriers for young black men and put in place a range of activities to enable young black men to overcome these barriers.  It is anticipated that the activities would include the following:   * Communication and Engagement campaigns with employers – encouraging them to think and act differently to enable them to tap into the talent pool of young black men * Supporting employers to review current recruitment practices that encourage unconscious bias and may disadvantage young black men (e.g. psychometric testing) * Alerting employers to the benefits of reviewing statistical data which can identify lack of diversity and bias against young black men * Assisting employers to develop strong links with the black community through visible presence at community events, faith centres, youth centre and academic establishments * Helping hiring managers and HR staff to better understand the benefits of diversity and the richness of experience and views/opinions that young black men possess and are able to contribute to the employer/business * Supporting employers to develop education, mentoring and coaching programs that support young black men and assist them to understand corporate culture and soft skills. These programmes should be delivered by employers to young black men participating in the programme and should include:   - mentors and coaches from the business world  - motivational talks from young black men have achieved success  - workshops about personal behaviours and presentation  - awareness of staff development opportunities  - taster sessions with employers e.g. “a day in the life of”  - information sessions to raise aspirations in schools and further/higher educational establishments. |
| 5 | **Who are the partners?**  Newham Council  DWP Jobcentreplus  London Legacy Development Corporation  East London Business Alliance  Newham Chamber of Commerce  University of East London  Loughborough London University  Further Education College  Civic society sector |
| 6 | **What are the outcomes?**  Increased numbers of employers engaged and contributing to the programme.  Identified business champions and mentors who can support young black men to succeed through this programme.  An increase in the number of employers with recruitment and employment practices that are effective at engaging and supporting young black men to secure higher level, career aspirational job opportunities for in Newham and throughout the wider geographical area.  Securing more direct employer input to help raise young black men’s awareness of career opportunities e.g. more industry talks in colleges and universities.  An increase in number of young black men competing for jobs which offer London Living wage and/or be linked to progression pathways/qualifications that lead to career development |
| 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 a programme to support a cohort of jobseekers who have faced challenges in the employment market to secure work. Please include performance data which demonstrates the success of your programme (300 words) 2. Describe how you will deliver this programme to successfully achieve the outcomes. This should include a set of SMART targets against which the programme will be monitored (800 words) 3. Describe your systems for managing and monitoring performance and finances (250 words). |

|  |  |
| --- | --- |
| **Priority 2: Outreach & Engagement** | |
| 1 | **What is the need/ issue we are seeking to address?**  Young black men face disadvantage in the labour market, yet there is an abundance of talent within this group. An effective Outreach & Engagement strategy is needed to reach young black men in Newham with a view to enrolling them onto the Newham Moving on Up Collective Impact support programme.  Outreach & Engagement activities will link to the other two priorities; **Employer Engagement** and **In-Work Progression**. |
| 2 | **What are the aim and objectives?**  The aim of this priority is to reach out to young black men who are resident in Newham in order to enrol them on the Newham MoU Collective Impact programmes. |
| 3 | **Who are the beneficiaries?**  Young Black Men aged 16 – 24 who are Newham residents who are actively looking for work/career progression – including those that are unemployed and under-employed. |
| 4 | **What are the activities which would be delivered?**  Engagement should be delivered as follows:  **Direct physical engagement**  Targeted outreach and engagement activities delivered at venues where young black men gather. Conversations will inform young black men of options and opportunities of the Newham Moving on Up Collective Impact programme and will make links/referrals to the Employer Engagement Programme and the In-Work Progression Programme.  The provider will engage with young black men in the community visiting a range of venues where young black men are most likely to frequent. Venues may include charity/voluntary sector organisations, Youth Zones, faith organisations, barber shops, HE/FE institutions, probation, police stations, entertainment venues, green spaces, careers events, job fairs.  Engagement should take place during times which are likely to be most effective in engaging young black men e.g. evenings, weekends.  **Virtual/digital engagement**  Promotion via social media, digital, radio, flyers, specialist publications (e.g. Newham Drill News), links to websites. |
| 5 | **Who are the partners?**  Community Links  Loughborough University  University of East London  Grit  East London Business Alliance  Catch 22  DWP Jobcentreplus  Newham Workplace  Newham YOT |
| 6 | **What are the outcomes?**   * Young black men referred onto the Moving on Up Collective Impact Programme to access the support offered via the “In-work Progression” priority three (target 100). * Referrals successfully enrolled in the support offered via “In-work Progression” priority three (target 50). |
| 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 engaged a cohort of beneficiaries for a named targeted programme. Please describe your methods of engagement and include performance data which demonstrates the success of your approach (300 words). 2. Describe how you will deliver this programme to successfully achieve the outcomes (800 words). This should include a set of SMART targets against which the programme will be monitored (800 words). 3. Describe your systems for managing and monitoring performance and finances (250 words). |

|  |  |
| --- | --- |
| **Priority 3: In-Work Progression**  Supporting underemployed young black men to progress in their current roles or secure career progression with a new employer. | |
| 1 | **What is the need/ issue we are seeking to address?**  Young Black Men in Newham are over-represented in the retail and hospitality sectors. However, conversely, they are underrepresented in higher level, better paid, aspirational career jobs.  They have the talent and ambition but often face barriers that they are unable to overcome (such asunconscious bias and even overt prejudice).  Young black men who have talent and ability often lack awareness and appropriate support networks to enable them to progress within their career. There are others who currently lack the necessary skills, qualifications and experience to progress but have the potential to do well given the correct support networks and exposure to opportunities.  **In-Work Progression** activities will link to the other two priorities; **Outreach & Engagement**; **Employer Engagement**. |
| 2 | **What are the aim and objectives?**  This programme will provide young black men with the necessary training, structure, networks and ongoing support to give them the opportunity to progress in their current roles or equip them with the skills to move on to better jobs. |
| 3 | **Who are the beneficiaries?**  Young black men aged 16 – 24 who are Newham residents who are actively looking for work/career progression – including those that are unemployed and under-employed.  These young black men will have been referred via the “Outreach and Engagement” priority 2 strand. |
| 4 | **What are the activities which would be delivered?**  Young black men will be invited to attend intensive personal development workshops that focus on the importance of the entrepreneurial mind set and offer support via long term mentoring and coaching.  Workshops should be delivered in small intensive groups by qualified experienced specialists and provide Information, Advice and Guidance with information on code-switching, authenticity, and workplace culture & conduct.  The programme should deliver, as a minimum, a number of activities as outlined below;   * Access to qualifications in non-traditional settings e.g. digital platforms or weekend/evening classes * Action Planning - setting SMART personal career objectives**.** Each participant must agree and sign an Action Plan that includes regular reviews * Mentoring/Coaching delivered by employers recruited via “Employer Engagement” (Priority 1) * Personal Development training delivered by the successful provider and/or the Business Champions recruited via “Employer Engagement” (Priority 1), to include: * Progression in employment * Moving into management advice * Entrepreneurial Mind Set * Career awareness raising * Behaviour/ mannerisms awareness * Focus on recruitment processes e.g. assessment centres, online testing, networking, Linkedin etc. * Balance between soft & hard skills |
| 5 | **Who are the partners?**  Community Links  Loughborough University  Grit  East London Business Alliance  Catch 22  Jobcentre  Newham Workplace  Newham YOT |
| 6 | **What are the outcomes?**   * Young black men enrolled as participants (Target 50 enrolled - SMART Action Plans completed for all) * 25 achieving career progression/increased salary (during the programme participation) * Qualifications obtained related to career progression (short term) * Evidence of distance travelled - increased confidence, career, capabilities |
| 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 a programme to support a cohort of jobseekers who have faced challenges in the employment market to secure work. Please include performance data which demonstrates the success of your programme (300 words) 2. Describe how you will deliver this programme to successfully achieve the outcomes. This should include a set of SMART targets against which the programme will be monitored (800 words). (800 words) 3. Describe your systems for managing and monitoring performance and finances (250 words). |