



Partnership and Place Overview and Scrutiny Committee

Wednesday 20 November 2013 at 7.00 pm
Boardroom - Brent Civic Centre, Engineers Way,
Wembley, HA9 0FJ

Membership:

Members

Councillors:

Van Kalwala (Chair)
Green (Vice-Chair)
Arnold
Clues
Harrison
HB Patel
RS Patel
Krupa Sheth

first alternates

Councillors:

Daly
Lorber
Al-Ebadi
Matthews
Oladapo
Colwill
Chohan
Aden

second alternates

Councillors:

Ogunro
Leaman
Jones
Hopkins
Ketan Sheth
Kansagra
S Choudhary
Long

For further information contact: Lisa Weaver, Democratic Services Officer
020 8937 1358, lisa.weaver@brent.gov.uk

For electronic copies of minutes, reports and agendas, and to be alerted when the minutes of this meeting have been published visit:

democracy.brent.gov.uk

The press and public are welcome to attend this meeting

Agenda

Introductions, if appropriate.

Apologies for absence and clarification of alternate members

Item	Page
1 Declarations of personal and prejudicial interests	
Members are invited to declare at this stage of the meeting, any relevant financial or other interest in the items on the agenda.	
2 Deputations	
3 Minutes of the previous meeting held on 3 October 2013	1 - 6
The minutes are attached.	
4 Matters arising	
5 Employment & Enterprise Service Update - November 2013	7 - 14
This report provides an update on the recently established Employment & Enterprise service area. It highlights key activities and achievements to date and provides an overview of future plans.	
Ward Affected: All Wards	Contact Officer: Andrew Donald, Strategic Director, Regeneration and Growth Tel: 020 8937 1049 andrew.donald@brent.gov.uk
6 Brent Council's New Apprenticeship Programme	15 - 18
This paper provides the background to, and an overview of Brent Council's exciting and ambitious new Apprenticeship Programme which aims to recruit 100 apprentices to the council over the next 3 years, starting with a new cohort of at least 30 new apprentices in January 2014.	
Ward Affected: All Wards	Contact Officer: Tanise Brown, HEad of Learning and Development tanise.brown@brent.gov.uk
7 Work Programme 2013/14	19 - 22

The work programme is attached.

8 Date of next meeting

The next meeting of the Partnership and Place Overview and Scrutiny Committee meeting is scheduled to take place on 21 January 2014.

9 Any other urgent business

Notice of items raised under this heading must be given in writing to the Democratic Services Manager or his representative before the meeting in accordance with Standing Order 64.



- Please remember to **SWITCH OFF** your mobile phone during the meeting.
- The meeting room is accessible by lift and seats will be provided for members of the public.

This page is intentionally left blank



MINUTES OF THE PARTNERSHIP AND PLACE OVERVIEW AND SCRUTINY COMMITTEE

Thursday 3 October 2013 at 7.00 pm

PRESENT: Councillor Van Kalwala (Chair), and Councillors Arnold, Harrison, HB Patel and Krupa Sheth

Apologies for absence were received from: Councillors RS Patel

1. **Declarations of personal and prejudicial interests**

None declared.

2. **Minutes of the previous meeting held on 22 July 2013**

RESOLVED:

that the minutes of the previous meeting held on 22 July 2013 be approved as an accurate record of the meeting.

3. **Matters arising**

David Murray, Interim Policy and Partnerships Adviser, informed the Committee that the Council were looking at a number of anti-burglary measures, one of which was SmartWater. He said that Procurement was currently working with the Ward Working team on the tender process to ensure that the Council got the products that gave the greatest value for money.

David Murray also advised the Committee that Chris Williams, the newly appointed head of Community Safety, would be able to provide the Committee with the relevant crime statistics in comparison with the adapted performance indicators. He added that Chris Williams would also be able to provide the Councillors with a list of the Sergeants and Police Officers posted to each ward and the location of all the police front offices in the borough. Councillors were also advised to engage with the Met police's consultation on the proposed location and opening times of police stations.

Councillors sought clarification whether the Council owned cars that had traffic enforcement cameras on them and also whether it was legal to stop your car in order to drop people off on zigzag lines. Kisi Smith-Charlemagne agreed to find out this information and report back to the Committee.

4. **Ward Working report**

Councillor Denselow, lead member for Customers and Citizens, introduced the report by thanking his predecessor Councillor Jones for all the work that she had done in this area. He then selected some of the highlights from the report. He explained that £40,000 had been spent per ward in the last year, which was a record high. He stated that this had funded 276 projects and over 25 walkabouts with councillors.

He informed Councillors that there had been one Ward Working project that had been referred to Audit and Investigation. The Committee were assured that it was concluded that no money had been used fraudulently. However the Council were given a number of recommendations that were being implemented to avoid a similar situation in the future.

Christine Collins, Community Engagement Manager, provided further details about the outreach work that her team had conducted in the past year, including a number of festivals and community events that they had attended. She directed the Committee to the breakdown of how the budget was spent in each ward which was detailed in the appendix to the report. She stated that at request of this Committee, they had tried to seek more feedback from younger people. She explained that they had been very successful at this by going to sporting events and youth clubs. However, she added that the majority of respondents were 65-85 but they were still working to readdress this. At the request of this committee, they had also compared the ethnicity data against the census figures so that the data was put in some context and was more meaningful.

It was stated that 160 of the 276 projects that were funded were projects in the voluntary and community sector (VCS). Due to this partnership working with the VCS, schools, housing associations and other departments they had managed to obtain match funding totalling over £930,000.

In regards to the issues that Ward Working had faced over the past year, other than the project referred to audit, the other main issue had been how the team dealt with project proposals that were not in line with council policy. The Ward Working Member Reference Group (MRG) agreed that it was not conducive to forward projects for consideration that would be later rejected as they were not in line with council policy. However it was agreed that a copy of each proposal that fell into this category and email explaining why it had been rejected would be sent to the relevant ward councillors.

The committee thanked Christine Collins and Councillor Denselow for their report and presentation. The committee questioned the number of meetings that Councillors should expect to have with officers in Ward Working per year. The Committee asked if it would be possible to get more analysis and feedback on the projects and how they helped the groups they targeted in the long run. The Committee then asked for more information regarding the project to help people in the Borough affected by the welfare reforms. The committee concluded their questions by asking what the Officers and Lead Member believed were the risks facing Ward Working at the moment.

In response to the questions raised, Christine Collins explained that there should be at least three meetings per year between Councillors and Ward Working. She stated that the level of workload and the number of projects varied between each

Ward and therefore some Councillors may have more meetings per year. In regards to analysing projects and the effects that the project had had, she stated that it was hard to quantify this as the projects were often small, one off projects. She added that they did work with bidders to pass on the knowledge they had gathered to ensure that the proposals were as robust as possible. David Murray added that it was important to get the balance between bureaucracy and analysis to ensure the process did not become too consumed with paperwork.

Christine Collins explained to the Committee that they accumulated over £90,000 to help people in the borough affected by the changes to the welfare system. She stated that they were currently in the procurement stage to determine who to award the money too.

In regards to the risks that ward working faced in the future, Councillor Denselow stated that it was the same risks that the rest of the council faced in the current times of economic hardship. David Murray stated that there was a big risk that at a time of extensive budget cuts the Council would find it increasingly difficult to respond rapidly and effectively to the information that Ward Working gathered from residents and that this issue required careful thought.

5. **Localism Act - Assets of Community Value and Community Right to Challenge**

Cathy Tyson, Assistant Director of Corporate Policy, introduced the report, explaining that the Localism Act had established the 'Asset of Community Value' process and the 'Community Right to Challenge'. It was explained that this meant that certain community groups could nominate certain buildings as having value to the community and therefore have that land or building included on a list of community assets. This meant that when that asset was due to be sold the community group could have up to additional six months to raise the finances to buy the property. To be deemed as an asset of community value the building or land had to have been used by the community in the recent past and also it had to be demonstrated that it would continue to be used by the community in the future. Cathy Tyson also briefly explained what constituted an eligible organisation.

Members were then informed that the council had to publish a list of buildings that did meet the requirements to be deemed as an asset, as well as those that did not meet the test as well. Cathy Tyson provided details of the only two nominations to list building as community assets the Council had received. Firstly was a nomination for Kensal Rise Library building, which had successfully been listed as an asset of community value and the other nomination was for land and buildings at 110 Walm Lane (including the Queensbury Pub), which had not been successful.

In regards to the community right to challenge it was stated that it was the Government's intention to diversify the providers of public services. Therefore community groups could submit an expression of interest to provide Council services and trigger a procurement exercise. Only community groups have the ability to do this and they only have the right to trigger a competitive market testing process. However once the process had been triggered then any group or company could join the tender process, like a usual tender process. Cathy Tyson explained that the Council had to have a window of opportunity where members of the public

could submit expression of interests. In 2013/14 that bidding window had been open between June and August and in the future it would be open between April and May. It was explained that only one expression of interest had been received so far from Brent Tenants Rights Group in relation to the Council's Tenancy Relations Service. This expression of interest was deemed to be compliant and therefore a procurement exercise was due to start by the end of September 2013.

6. **Deputations**

Sujata Aurora addressed the committee on behalf of the Save the Queensbury pub campaign and the NW2 residents group. She informed the Committee that the Queensbury Pub, that was due to be redeveloped, had an important role within the community as it played host to a nursery group six days a week as well as other community activities. Therefore NW2 Residents group had twice requested, unsuccessfully, that the Council list the Queensbury Pub as an asset of community value to ensure its protection. Sujata Aurora explained that they were still confused why their applications had been refused as other authorities in the country had listed pubs as assets of community value.

When questioned by the Committee, Sujata Aurora stated that there was not another space in the NW10 or NW2 vicinity to accommodate the nursery and therefore the nursery would probably have to fold if the pub was sold. Also that NW2 had taken advice from the charity Locality in regards to their bids and that they were considering making a third bid.

Cathy Tyson explained that the reason the bid had failed was due to the fact that the Queensbury Pub only made up an auxiliary part of the land at 110 Walm Lane. Most of the land at 110 Walm Lane was not used by the community. Therefore the Council could not deem 110 Walm Lane to be an asset of community value under the scheme brought in by the Localism Act.

The committee thanked Sujata Aurora and NW2 residents group for the presentation to the committee.

RESOLVED:

- (i) That the committee will write to the lead member for Environment and Neighbourhoods and ask them to consider implementing a policy on Assets of community value.

7. **Partners for Brent**

Cathy Tyson explained that the Council, as well as its partners, had gone through and were continuing to go through significant change. Therefore this had had a big impact on partnership working. There was now more emphasis on partnership working and in the future partnership working would be more far reaching as different partners, including the council, had their budgets reduced.

In response to a number of questions raised by the committee, Cathy Tyson stated that there were no plans to make the Children's Partnership a subcommittee of the Health and Wellbeing Board, although she stated she would be open to looking at

the rationale behind this. David Murray added that there would be some duplication between the two committees and therefore it was important to ensure that intelligence was shared between the different forums and work was not duplicated. It was explained that Health and Wellbeing boards looked quite different across different Local Authorities.

David Murray explained that in the future that partnership working would be more challenging as there would have to be more structural and financial integration to ensure the financial efficiencies that all partners would need to save. It was also explained that most of the partners that the council worked with had very different decision making mechanisms. A lot of partners found it challenging to accept that decisions and partnerships could change depending on the political makeup of the council.

In regards to the Business Hub, Cathy Tyson, explained that whilst the Civic Centre was being built they had been able to use a lot of local services due to the good work done on supply chain work. However now the building was complete the supply chain work had decreased. The Committee informed officers that there needed to be a focus on supply chain work outside of Wembley as well. It was agreed that supply chain work should be put on the next agenda.

8. Work programme 2013/2014

The Chair drew members' attention to the work programme and informed them that the next meeting was due to take place on 20 November. It was agreed to add 'supply chain work' to the work programme.

9. Any other urgent business

None.

10. Date of next meeting

It was noted that the next meeting of the Partnership and Place Overview and Scrutiny Committee was scheduled to take place on 20 November 2013 at 7.00 pm

The meeting closed at 8.48 pm

Z VAN KALWALA
Chair

This page is intentionally left blank

 Brent	<p align="center"> Partnership & Place Overview & Scrutiny Committee 20th November 2013 Report from the Strategic Director of Regeneration & Growth </p>
<p align="center">Wards Affected: ALL</p>	
<p align="center">Employment & Enterprise Service Update – November 2013</p>	

1.0 Summary

This report provides an update on the recently established Employment & Enterprise service area. It highlights key activities and achievements to date and provides an overview of future plans.

2.0 Recommendations

2.1 None – this report is for information only.

3.0 Detail

Background and Context

3.01 The Employment & Enterprise service sits within Housing & Employment, which in turn sits within the Regeneration & Growth Department. A new Operations Director for Housing & Employment, Jon Lloyd-Owen, commenced in post in October 2013.

3.02 The Head of Employment & Enterprise has been in post since March 2013. Initial six-month focus has been on establishing the new service area and responding to immediate priorities, namely welfare reform mitigation activities and recruitment for the London Designer Outlet (LDO) in Wembley Park, as well as developing the strategic framework for future progress.

Employment Strategy

3.03 A borough Employment Strategy (for 2014-19) is currently being drafted, with a view to it being considered by the Executive in early in the new year. This will set the strategic direction for the borough as a whole, identifying our agreed priorities in improving employment rates in the borough. Discussion is currently underway with key partners to inform the overall direction of the strategy. From this, an action plan outlining the priorities for the Employment & Enterprise service area and key interventions to take forward will be established.

Strategic Vision of Employment Provision

- 3.04 Most of the financial resources available for employment work are located within Jobcentre Plus and the Work Programme, which is delivered in Brent by three Work Programme Prime Providers (Maximus, Reed in Partnership and Ingeus). In addition, there is significant skills funding channelled through both the College of North West London and BACES. The Council has a clear leadership role in promoting closer collaborative working between these organisations and in trying to drive better employment outcomes from the funding that is already being spent in Brent by these organisations.
- 3.05 To support this, we have signed a Partnership Agreement with Jobcentre Plus, College of North West London, and the three Work Programme Providers to codify our joint objectives, targets and actions.
- 3.06 Aligned to this, we recently convened and chaired a Brent Employment Summit, which brought together senior decision makers from each of the partners, including Brent Council's Strategic Director of Regeneration & Growth and Head of Employment & Enterprise and Jobcentre Plus District Manager. The group agreed to a further workshop to try to align priorities and consider more robust partnership arrangements.

Establishing the service area

- 3.07 The new Employment & Enterprise team structure includes a 'delivery' function (incorporating the pilot Navigator service and an employer liaison function based within Wembley Works), a 'business development and partnership' function and a 'business engagement' function, responsible for supporting enterprise and growth.
- 3.08 The new Business Development & Partnership Manager commenced in post in July 2013, and has since recruited two direct reports including a Bid Writer and a Performance Analyst. This team is responsible for identifying and successfully securing external monies to further support employment, skills and enterprise provision in the borough, and supporting a network of delivery partners, predominantly from the voluntary and community sector (VCS).
- 3.09 The team also incorporates an apprenticeship function, with responsibility for identifying a pipeline of local apprentice candidates to supply the Council's drive to increase the number of apprentices in our own organisation. This role will however be predominantly business-facing, working with local employers to promote greater take up of apprentices within their organisation. The new Apprenticeship Lead starts in post on 18th November 2013.

Welfare Reform

- 3.10 To date the main activities on this priority has been twofold – trying to drive better value and results from working closely with Jobcentre Plus (JCP) as part of a joint welfare reform mitigation team, and secondly through the delivery of the pilot Navigator project.

- 3.11 The Navigator service was designed to work with our most disadvantaged and excluded residents, in an effort to signpost them to the right services that will help them secure employment. The immediate priority has been to work with those residents most impacted by the Overall Benefit Cap (OBC), who are not engaging with other services. The service was predicated on the assumption that a number of related services, particularly around job brokerage, existed within the borough, to which residents could be referred.
- 3.12 A stretching employment target was set – to achieve an employment outcome for 35% of a predicted caseload of 300 households, equating to 108 jobs. Given the nature of the client group and the limited resources available this performance would be well above comparable benchmarks.
- 3.13 To date, 62% of residents actively supported by the Navigators are lone parents, over 71% are either on Income Support or ESA, and over 70% were born outside of the UK. Over half of actively engaged residents have either never worked or have been unemployed for 5 years or more. Over 23% have never formally worked. Constraints to employment range from English language needs, to insecure housing, to poor health, to childcare. All residents engaged have multiple constraints to employment.
- 3.14 The Navigator service commenced in January 2013. It is fair to say that the service has faced a number of challenges which has impacted on the achievement of the outcome to date. The three biggest initial challenges have been: an absence of job brokerage services within the borough; a delay in the implementation of OBC in the borough resulting in an impact on referral; and poor quality of customer service in other services resulting in the Navigators engaging with customers at a greater level than originally anticipated.
- 3.15 Following a six-month review of the pilot, a pivot in direction, to ensure available resources make a bigger contribution towards overall employment outcomes, was implemented:
- A shifting of resources from the Navigator team to specifically support the London Designer Outlet (LDO) recruitment in an effort to ensure more residents could access this pipeline of opportunities (please see below for further details). This resulted in 3 Navigators focused on the LDO recruitment.
 - Commissioning of job brokerage services to VCS partners in order to help build the capacity of more local and community driven employment provision. Following a competitive tendering process Ashford Place (formerly known as Cricklewood Homeless Concern) was awarded the contract with delivery commencing in August 2013. The Business Development team was also successful in securing monies from DWP to commission a second job brokerage service, which is being delivered by Lift in Harlesden and commenced in September 2013. Both programmes will work solely with Brent residents impacted by OBC, to support as many of these residents secure employment as possible. The duration of contract is 1 year and is based on a payment by result model.
 - Establishing a co-located JCP team within our welfare reform mitigation team in the Civic Centre. The JCP team provides employment support to our

residents, focusing on those residents who are on Income Support and impacted by the OBC, whilst the Council team can focus on housing and benefits support. This facilitates a coordinated approach resulting in improved service for the resident.

- Working specifically with VCS partners in the Somali community, as the single biggest community impacted by welfare reform in Brent. The Navigator team trained 8 Community Champions, working with Help Somali Foundation, who in turn raised awareness of the implications of welfare reform and support available within the Somali community. Somali Diaspora was also supported to run a series of job clubs from the Unity Centre in Church End.

- 3.16 To date the Navigator service has actively worked with 120 residents, supporting 52 into employment. This is 43% of active caseload. In total 48% of caseload actually received job offers and 59% secured job interviews. 53.43% of the total number of active caseload were impacted by OBC. 51.42% of OBC impacted residents (36) were supported into employment.
- 3.17 Secondary outcomes which improve the social inclusion of the households supported have also been monitored. These include: 57% of residents being signposted for further upskilling/training (such as work trails, work experience, ESOL courses) and 25% receiving support with keeping their tenancy (separate to OBC related issues).
- 3.18 Whilst initially £413,000 had been budgeted for the service, the actual spend has been significantly less. The cost of the Navigator service has been £290,869, which means a unit cost of £2,423 per resident engaged and £5,593 per residents supported into employment. The cost per job outcome is broadly comparable with the most recent welfare-to-work programme in Brent, Employment Zone, where cost per job outcome was £4,688 (working with JSA claimants and some lone parents). The Employment Zone, in its first year achieved 37% job outcome rate.
- 3.19 At the time of writing an external review of the pilot service has been commissioned, which should conclude end of February 2014. This review, along with the employment strategy, will help to inform the future of the pilot Navigator service.

London Designer Outlet (LDO) – Wembley Works

- 3.20 The LDO is the biggest designer outlet within the M25. It comprises 85 retail units, 15 food and beverage units and a multiplex cinema, and is an integral part of the Wembley regeneration programme. The LDO is clearly a critical new source of local jobs, providing new jobs in the fields of catering, retail, cleaning, leisure, entertainment and hospitality.
- 3.21 The LDO has two key opening dates; 24th October 2013 as the local opening and April 2014 as the national opening. As of 24th October about 60% of the retail units and 85% of the food & beverage units had contracts signed for occupation.
- 3.22 Supporting the recruitment for the LDO is labour intensive – as a way of illustration, Newham Council had 150 officers working on a similar scheme to deliver 2500 jobs at Westfield, Stratford. Therefore in order to ensure the success of this recruitment drive we are working closely with key partners, namely JCP, College of North West

London, Work Programme providers and BACES, to draw in a 'borough-wide team', thereby maximising potential resource. This partnership also includes a network of over 30 borough-based providers including registered providers and VCS groups. Resource within the Employment & Enterprise team has also been realigned to focus on this priority, including the Navigator service and Business Development functions.

- 3.23 Brent Council, through Wembley Works, has been coordinating the recruitment activities. Positioned as the single point of contact for these new employers, on behalf of the partnership, the team has been engaging with employers to develop bespoke short-term training provision to meet their requirements and secure 'guaranteed interviews' for residents. These training courses have been delivered in partnership with BACES and College of North West London.
- 3.24 Recruitment for the LDO is on-going, and will be so until April 2014. At the time of writing the team has had access to just over 500 vacancies (circa 515), securing 236 jobs, which equated to over 45% of vacancies. It is worth noting that there is a lag factor in terms of job offers as recruitment for some of these vacancies is still in progress. This is a strong achievement.
- 3.25 We are confident that the number of jobs secured will continue to rise and that employers will continue to work with Wembley Works to meet their recruitment needs. Indeed, many employers have returned to Wembley Works for further support or to remedy against drop-outs from their own recruitment drive. Feedback from employers engaged thus far has been very encouraging.

Business Development Activities

- 3.26 In addition to the two job brokerage services referred to above, we have been successful in securing a number of other funding streams to the borough.
- 3.27 In November BACES and P3 (VCS partner), will start delivering a two year 'introduction to apprenticeship programme' for 19-24 year olds. They will run courses in Childcare, Retail, Construction, and Business Administration. Funding (£100k over 2 years) has come from the City Bridge Trust following a successful bid.
- 3.28 We have also secured £100k of London Councils' European Social Fund (ESF) monies, which Brent Council is matching. This £200k (over 2 years) will be used to support residents with mental health needs into employment. It will be delivered jointly by Central and North West London NHS Foundation Trust and Remploy.
- 3.29 In addition, we have supported the Investment Team to develop a programme to support residents in Church End. This will be delivered by Lift and will assist local people to establish their own businesses, as well as to find employment.
- 3.30 We are still awaiting the outcome of a bid submitted to DCLG, on behalf of BACES, to deliver English language support. Our focus has been to provide English language skills to support employment.
- 3.31 And finally, we have just submitted another bid, on behalf of BACES, to the Skills Funding Agency for ESF money to deliver skills for employment provision across

west London sub region. Should we be successful this will be delivered in partnership with other local authorities and their voluntary sector network.

BACES Review

- 3.32 The fundamental review of BACES is in progress. This involves a thorough review of key strands including asset, curriculum and vision with a view of making the service much more focused on skills and employment in time for the 2014/15 academic year.

Enterprise

- 3.33 The Employment & Enterprise team is contributing to the development of a borough Economic Development Action Plan. This follows the recommendations made by Arup, who were commissioned to undertake an economic review of the borough. The Action Plan is in the process of being finalised, including detailing priority projects, before being presented to relevant Members. Immediate actions being taken forward by the Employment & Enterprise team include Small Business Saturday and the background work for a proposed Brent Business Hub.
- 3.34 Brent Business Hub is a proposed new initiative to support and promote economic growth in the borough aimed at new start-ups, established companies, struggling companies, self-employed and students interested in entrepreneurship and business. It is proposed that Brent Business Hub replaces the current Employer Partnership.
- 3.35 The proposed Brent Business Hub will have two main platforms, a virtual one-start-shop via the Council's website, providing access to information and support service, and an events programme that will bring businesses and entrepreneurs together through a regular series of meetings, networking events and educational workshops. Brent Business Hub will be guided by an 'advisory board' comprised of local business representatives. Once details have been drawn up the proposal will be shared with Members for sign off.
- 3.36 Small Business Saturday was founded in the USA as a way to encourage shoppers to visit local businesses. This year, the initiative is being promoted in the UK by the Department of Business, Innovation & Skills, with cross party support, and Small Business Saturday has been set as Saturday 7th December.
- 3.37 To tie in with this, the Council will be hosting a series of events to support local businesses in the borough, including the Small Business Exhibition.
- 3.38 The exhibition will feature over seventy stalls in four themed zones. It will allow existing businesses to advertise and sell their products, offer a space for entrepreneurs to test out and promote their start-ups and give business owners and the public a chance to receive professional business advice and ask questions about running their own business.

4.0 Financial Implications

- 4.1 None

5.0 Legal Implications

5.1 None

6.0 Diversity Implications

6.1 A full impact assessment will be undertaken once the full employment programme has been agreed and full team is in place.

7.0 Staffing/Accommodation Implications (if appropriate)

7.1 None

Contact Officers

Andy Donald
Strategic Director – Regeneration & Growth
Andrew.donald@brent.gov.uk

Shomsia Ali
Head of Employment & Enterprise
Shomsia.ali@brent.gov.uk

This page is intentionally left blank



**Partnership & Place Overview and
Scrutiny Committee**
20th November 2013

**Report from Cara Davani
Operational Director, Human
Resources**

Wards Affected:
ALL

Brent Council's New Apprenticeship Programme

1.0 Summary

- 1.1 This paper provides the background to, and an overview of Brent Council's exciting and ambitious new Apprenticeship Programme which aims to recruit 100 apprentices to the council over the next 3 years, starting with a new cohort of at least 30 new apprentices in January 2014.

2.0 Recommendations

The Committee is asked to note the background to and features of Brent's new Apprenticeship Programme.

3.0 Background

- 3.1 The government sees 16-18 apprenticeships as a key component in achieving its aspiration of raising participation age to 18 by 2015 and Brent Council supports this approach. The National Apprenticeship Service (NAS) was established in 2009 with the aim of bringing about significant growth in the number of young people participating in apprenticeships and the number of employers offering workplace apprenticeship. NAS has a target of 1 in 5 16-19 year olds undertaking an apprenticeship by the year 2019/20. The Council has a key leadership role to champion the interests of young people to improve their employability and economic wellbeing.
- 3.2 Despite its many strengths, Brent is ranked amongst the top 15% most-deprived areas of the country. This deprivation is characterised by high levels of long-term unemployment and low average incomes. Children and young people are particularly affected with a third of children living in low income households and a fifth in single-adult households. The

proportion of young people living in acute deprivation is rising. There is also evidence of rising unemployment. The Census results of 2011 reveal that unemployment in the borough has increased by 35%. The number of 18-24 year olds on Job Seekers Allowance has gone up 16.5% between January 2011 and January 2012. The skills and qualifications profile among the residents of Brent is lower comparative to its neighbouring boroughs. In eight out of 21 wards, over 1/5 of residents have no qualifications and in wards such as Stonebridge over 1/4 have no qualifications.

- 3.3 The Council's Workforce strategy (2013) highlights the importance of meeting the Council's future workforce needs by recruiting from the local population. As a major employer, the Council is leading the way in developing an internal apprenticeship programme for the recruitment, training and employment of in-house apprentices. Therefore, the provision of apprenticeship career pathways will, over time, contribute to raising skills levels and deliver higher income levels associated with higher level skills and qualifications. This can be achieved by working with directorates to identify entry-level posts and converting these to apprenticeships, enabling an individual to gain a qualification and be better prepared for a career in local government.

4.0 Brent's New Apprenticeship Programme

- 4.1 Brent Council recently launched its new Apprentice Programme, embarking on an ambitious initiative to improve the employment prospects for young people through a major expansion of apprenticeship jobs within the Council. Over the next 3 years the Council will employ 100 apprentices in a variety of roles across the Council, starting with a new cohort of at least 30 apprentices in January 2014.

Brent's new apprenticeship programme will have the following features

- Job positions created across a wide selection of service areas; i.e. all departments have offered at least one entry-level position
- Apprenticeships available at levels 2 and 3 in Customer Service, Business Administration, Accounting and Finance, Health and Social Care, Housing Support and Transport
- Apprentice offered a minimum 12-month fixed-term contract during which they will learn on-the-job and complete a number of vocational qualifications including an NVQ as well as Functional Skills qualification in Maths, English and ICT.
- Apprentice starting salary of £8,500-£9,500
- Thorough induction process
- Recruitment and training of workplace mentors to provide additional support
- Development Programme for Managers to ensure that effective support is provided for Apprentices
- Celebration event to raise the profile across the Council and the wider community

Brent's apprenticeship programme will offer high quality learning and development to a wide cross section of the community, enabling the Council and the community to benefit from a more skilled, motivated and flexible workforce. The apprenticeship programme contributes to fulfilling a number of Council priorities:

- The Borough Plan priority of promoting jobs, growth and fair play to achieve the outcome of more local people in more local jobs; more local people supported into work.
- A priority in Brent's Children & Young People's plan is to ensure young people have the skills they need to achieve economic wellbeing in adulthood.
- The People Strategy to reduce staffing costs and raise the productivity of the workforce; attract, retain and develop highly motivated, diverse and talented staff.

4.2 The objectives for the Council's apprenticeship programme are to:

- Raise the quality and number of apprenticeships so that apprentices are better skilled and competent.
- Improve the range of apprenticeship opportunities on offer across each directorate.
- Work with the respective directorate to create apprenticeship offers in areas of skills shortages (e.g. social care) and areas that are attractive to young people (e.g. leisure sector).
- Work strategically with Regeneration and Growth to target apprenticeship opportunities in wards where youth unemployment is highest; thereby reducing unemployment, worklessness and improving income levels.
- Provide looked after children, who have disproportionately poorer educational outcomes and weaker job prospects than other young people, with the opportunity to gain an apprenticeship place by working with stakeholders in C&F to promote the benefits of apprenticeships to young people leaving care.

5.0 Financial Implications

5.1 The cost of an apprentice varies according to the age of the individual. The apprentices' starting salary of £8500 - £9500 is funded by service areas. The training provider who delivers the vocational qualifications will draw government funding for the cost of the qualification for each apprentice.

6.0 Legal Implications

6.1 The Council has a duty to appoint employees on merit. The Council is committed to providing further employment opportunities to local people given unemployment rates and the Council is legally able to encourage local residents to apply for vacancies however final recruitment decisions must be based on merit not geography.

7.0 Diversity Implications

- 7.1 The Council demonstrates its commitment to diversity by permitting entry-level posts to be converted to apprenticeship opportunities thereby increasing the profile of its younger workforce. The Council has improved its diversity of apprenticeships by offering a wider range of disciplines including Finance, Social Care, and Leisure. Support will also be given to apprentices to identify suitable employment opportunities in advance of their apprenticeship being completed. The apprenticeship programme lead will work closely with the recruitment service to facilitate the smooth transition of apprentices into permanent employment.
- 7.2 It is important that young people who experience greater disadvantage in the labour market gain access to the Council's apprenticeship programme. To ensure access is offered to 'hard to reach' young people, the delivery team will work with various partners to promote and engage young people. Additional support provided by trained mentors will help with the retention of apprentices.

Background Papers

N/A

Contact Officers

- Tanise Brown, Head of Learning and Development, Human Resources

**Partnership & Place Overview & Scrutiny Committee Work Programme 2013/14
Chair Cllr Van Kalwala**

Date of Meeting	Agenda item	Requested Information / Evidence	Invited witnesses	Notes
Thursday 30th May 2013	Brent Fire Borough Commander	Update on budget, options and changes to Brent Fire Services in 2013	Terry Harrington Brent Borough Commander	
	Employment Enterprise Update	Update on the how the employment enterprise programme is performing	Andy Donald Director of Regeneration & Major Projects & Shomsia Ali Head of Employment & Enterprise	
	2013/14 Work Programme	Lead by the Chair, this is a discussion by committee members to recommend items that will be added to the 2013/14 Work programme	Partnership & Place OS Committee Chair Cllr Zaffar Van Kalwala	
Monday 22nd July 2013	Brent Police Services	Policing issues within Brent & Crime performance information a	Superintendent Nick Davies	
	Safer Brent Partnership	Update - Safer Brent Partnership	Sue Harper, Director Environment and Neighbourhoods & David Murray Policy & Partnership	

	<p>Brent Safer Neighbourhoods Team</p> <p>Brent Close Circuit Television (CCTV)</p> <p>Gangs Task Group</p>	<p>Presentation on how the service operates and how member can be more involved</p> <p>Presentation on how the service operates and how member can be more involved</p> <p>Update on gang work under taken to date</p>	<p>Advisor</p> <p>Inspector of Safer Neighborhoods Team Sean Lynch</p> <p>Alvin Wakeman – CCTV Control Room Manager</p> <p>Kiran Vagarwal – ASB Team Manager & David Murray Policy & Partnership Advisor</p>	
<p>Thursday 3rd October 2013</p>	<p>Ward Working Annual Report</p> <p>Localism Act – Assets of Community Value and Community Right to Challenge</p> <p>Partners for Brent</p>	<p>A report that details the work of the Ward Working Team in 2012/13</p> <p>Update on working taking place around the Community Right to Bid and Challenge</p> <p>A report that sets out progress on delivering the work programme of Partners for Brent</p>	<p>Christine Collins & Cllr Denselow Lead Member</p> <p>Cathy Tyson Assistant Director Strategy Partnership Improvements</p> <p>Cathy Tyson Assistant Director Strategy Partnership Improvements</p>	

			On behalf of Jo McCormick Partnership Co-ordinator	
Wednesday 20th November 2013	Work Programme Providers Employment Enterprise Update	Update on work providers progress Update on the employment enterprise programme performance	Various providers Andy Donald Director of Regeneration & Major Projects & Shomsia Ali Head of Employment & Enterprise	
Tuesday 21st January 2014	Multi Agency Safeguarding Hubs (M.A.S.H) <ul style="list-style-type: none"> • Police • Fire Services • Children's social Care & safeguarding • Housing • Youth Offending • Adults Safeguarding 	Various providers will provide the committee with an update to the launch and progression of the Multi Agency Safeguarding Hub. The Committee will also hear from the Adult safeguarding team.	Various Providers	
Thursday 20th March 2014	Registered Social Landlord performance Brent Housing Partnerships	Update of the registered social landlords performance and services level agreements Overview of BHP Performances	Tony Hirsch Head of Housing Policy & Performance David Bishop	

	Performance		Performance Manager	
--	--------------------	--	----------------------------	--

Other issues the committee would like to cover date to be confirmed:

- ***Employment in Brent***
- ***Policing in Brent – The Borough Commander will be invited to discuss policing issues in Brent***
- ***Registered Social Landlord performance***
- ***Council for Voluntary Services – Update***
- ***Crime Performance Information – Regular updates***
- ***Partners for Brent – updates on the delivery of their work programme***
- ***Update multi agency data hub (census)***
- ***Fire Commander – Service performance and reductions in services/Consultation Update***
- ***Employment Enterprise update***
- ***Community Right to Bid - Summary and work to date***
- ***Community Right to Challenge***
- ***Work Programme Providers***
- ***Gangs Task Group***
- ***Multi Agency Safeguarding Hub***