

CEO DECISION – CD 143

Title: Employment and Skills Hub - Year 1 Expenditure

Executive Summary:

OPDC's Employment & Skills Hub (**E&S Hub**) project got underway in August 2020 and OPDC is now working with its partners to mobilise the E&S Hub and its services.

The E&S Hub will support local businesses and help local residents and employees access employment opportunities now and in the future.

Further to the 24 June 2020 [Board Advisory Panel](#), OPDC's Chair approved a project expenditure envelope of £386,031 over three years and delegated detailed expenditure approvals to the Chief Executive Officer. This decision form requests approval for expenditure to deliver services for the first year of the E&S Hub, from August 2020 to August 2021.

Decision:

The Chief Executive Officer approves:

- Expenditure of up to £177,000 to cover operating costs (as set out in the table in para 5.2) for the first year of the E&S Hub;
- Receipt of £92,200 of the above is funded from the HS2 Business and Local Economies Fund (**BLEF**) and
- noting that £84,831 is funded from the OPDC Delivery Directorate's Industrial Regeneration budget.

CEO AUTHORISATION

I have reviewed the request and am satisfied it is correct and consistent with the OPDC business plan and priorities. It has my approval.

Name: *David Lunts*

Position: Chief Executive Officer

Date: 20 October 2020

Signature:



PART I - NON-CONFIDENTIAL FACTS AND ADVICE

Decision required – supporting report

1 Introduction and background

- 1.1 Park Royal is London's largest industrial estate. It accommodates a wide range of businesses from small start-ups to large multi-national brands which operate across a range of sectors. The Mayor's London Plan sets a target for an additional 10,000 new jobs and 1,500 new homes across Park Royal.
- 1.2 OPDC has developed a programme to support industrial regeneration over the next 10 years which seeks to address the most pressing issues and capitalise on opportunities. It has been developed through engagement with businesses and stakeholders and through work that forms the Park Royal evidence base.
- 1.3 The Industrial Regeneration Programme is structured around four themes:
 - **Innovation** – setting the benchmark for the future of industry in London
 - Clean Growth
 - Energy Infrastructure
 - 5G Testbeds
 - Digital Connectivity
 - **Infrastructure** – Building capacity to support growth and creating a safer, healthier environment
 - Transport
 - **Business and People** – supporting businesses, employees and residents to thrive
 - Business Engagement
 - Employment and Skills
 - **Place** – Create a more desirable place to live, work and visit
 - Placemaking
 - Promotion
 - Resilient communities
- 1.4 The E&S Hub is a collaborative effort between OPDC, London Borough of Brent, London Borough of Ealing and London Borough of Hammersmith & Fulham, the Department for Work and Pensions (DWP) and West London College (WLC) (together “the Partners”) to provide employment and skills services that will benefit local businesses, employees and residents.
- 1.5 The E&S Hub will be resourced over the three-year period from August 2020 through the HS2 BLEF grant, OPDC revenue budget and in-kind support from the partners above. The intention is that the future employment and skills work will be funded from contributions secured from section 106 funds, with the support of the delivery Partners allowing OPDC to deliver the E&S Hub in advance of sustainable section 106 funds and with the opportunity to extend the programme when this is secured.
- 1.6 The E&S Hub and its staff will be physically located in Park Royal. However, and in response to Covid-19, key business support, education and training and brokerage services can be delivered through online means, in an approach agreed with stakeholders and partners.
- 1.7 The key objectives for the E&S Hub are to:
 - Help local people to gain the skills they need to access current and future jobs in the OPDC area - both getting into work and upskilling those already in work.
 - Help local businesses recover, recruit, retain and develop a workforce with the skills they need.
 - Help local businesses access supply chain contracts created by HS2 and OPDC infrastructure and development projects.

- Help meet the increasing construction skills need across London.
- Increase apprenticeship opportunities.

1.8 The E&S Hub will achieve these objectives by providing the following services:

- Recruitment – the E&S Hub will help local businesses, HS2, construction contractors and developers advertise and fill vacancies. It will support candidates through the interview process and provide feedback.
- Apprentice Support – the E&S Hub will help businesses navigate the apprentice system and improve internal business networks by encouraging larger businesses to work with SMEs particularly through schemes such as the transfer of apprenticeship levy to other organisations.
- Business Support – the E&S Hub will help SMEs with a range of issues from HR, finance and strategy to marketing, as well as helping SMEs access supply chain contracts.
- Skills and training – the E&S Hub will signpost businesses, employees and residents to training provided by training providers well as gathering intelligence from businesses on current and future skills needs.
- Outreach and mentoring – the E&S Hub will support existing outreach and mentoring programmes by helping participants access employment opportunities.

1.9 The table below sets out the expenditure for the first year of the E&S Hub project, which runs from 10th August 2020 to 9th August 2021.

E&S Hub Y1 programme expenditure (10 Aug 2020 – 9 Aug 2021)

Item	HS2 BLEF (£)	OPDC Financial Contribution (£)	Total Budget (£)
Hub Managers Salary (incl. on costs)	64,000		64,000
Brand Development	15,000		15,000
Website Development and Maintenance		30,000	30,000
Office Costs	3,200	8,800	12,000
Business Support Programme	10,000	46,000	56,000
TOTAL	92,200	84,800	177,000

2 Objectives and expected outcomes

2.1 The Hub will provide free recruitment services for business and residents and support to help businesses recover, recruit and retain staff. During its first year (which runs until 9th August 2021) the E&S Hub will focus on three main areas:

- Set up and governance
- Uncovering vacancies
- Retaining jobs

Set up and Governance

- 2.2 The E&S Hub Manager will formalise working and governance arrangements with the E&S Hub Partners. He will appoint an external organisation to develop an engaging brand for the E&S Hub. The brand will also provide a neutral space under which staff from different partner organisations can operate. The E&S Hub Manager will also appoint an external organisation to create a jobs vacancies board which will support reporting and monitoring and allow more candidates to access employment opportunities.

Uncovering Vacancies

- 2.3 The E&S Hub Manager will work with businesses to identify vacancies, promote the Kickstart Scheme and explore opportunities for apprenticeship levy transfer.

Retaining Jobs

- 2.4 The E&S Hub Manager will appoint an external organisation to deliver a 12-month programme of business support for SMEs and micro-businesses in Park Royal to assist businesses in managing the impact of Brexit and Covid-19 and help to retain jobs.
- 2.5 The organisation will provide the support through organising webinars, workshops and 1-1 support via telephone, video-call or face-to-face (GLA Safe Working Protocols permitting) and these will include topics such as:
- Covid-19 recovery
 - Managing the impact of Brexit
 - Business administration
 - Financing your business
 - Sales and customer service
 - Digital skills
 - Developing your workforce
- 2.6 The external organisation will produce ongoing monitoring and evaluation reports. These will be used to understand demand and develop new products and services. Towards the end of the 12 month period, they will produce a final evaluation report and recommendations on future business support.

3 Equality comments

- 3.1 The E&S Hub delivery partners will work together to ensure that services delivered through the E&S Hub have 'due regard' to the need to (i) eliminate unlawful discrimination, harassment and victimisation; (ii) advance equality of opportunity between people who share a relevant protected characteristic and those who do not; and (iii) foster good relations between people who share a relevant protected characteristic and those who do. Protected characteristics under section 149 of the Equality Act are age, disability, gender re-assignment, pregnancy and maternity, race, religion or belief, sex, sex orientation, and marriage or civil partnership status (all except the last being "relevant" protected characteristics).
- 3.2 The Hub Manager will work closely with Hub Partner to ensure that hard-to-reach and groups and those with protected characteristics have equal access to the services provided by the Hub. Where possible the Hub Manager will also work with organisations who provide information, advice, guidance and support to residents with physical and mental disabilities, ex-offenders, BAME, lone parents and women.
- 3.3 The Hub will also encourage Park Royal businesses to adopt good work standards such as the Living Wage, the Disability Confident marque, Equal Opportunity policies, fair contracting and the Mayor's Good Work standard.

- 3.4 The Hub Manager will develop a Diversity and Inclusion Plan with annual targets for the number of beneficiaries supported into work from hard-to-reach and groups and those with protected characteristics. The Hub Manager will produce quarterly monitoring reports measuring progress against targets and, if necessary, appropriate action will be taken to improve performance.

4 Other considerations

Risks

- 4.1 The risk register is attached as Appendix A.

Governance

- 4.2 OPDC acts as the Administrative Authority for the project. OPDC will receive and administer financial contributions and will be responsible for all operational contracts for the E&S Hub such as leases and utility bills.
- 4.3 OPDC have recruited a E&S Hub Manager who is responsible for:
- coordinating E&S Hub staff and financial resources;
 - producing an annual delivery and communications plan;
 - developing KPIs and delivering against targets and objectives; and
 - reporting to the Employment and Skills Hub Delivery Board.
- 4.4 The Employment and Skills Hub Delivery Board (comprised of all delivery partners) will oversee the set up and ongoing delivery of the hub, including:
- approving the Annual Delivery Plan;
 - approving the monitoring process;
 - assessing the success of the Hub against agreed KPIs;
 - making recommendations on improving delivery; and
 - assessing the sustainability of the delivery model.
- 4.5 The function and role of the Delivery Board will be set out in the Board's Terms of Reference and the Delivery Board will meet quarterly.

5 Financial comments

- 5.1 OPDC has been awarded £255,000 from HS2's Business and Local Economies Fund and OPDC will provide £140,000 from its Industrial Regeneration programme budget for the first three years of the E&S Hub project (which runs from 10th Aug 2020 to 9th Aug 2023).
- 5.2 Expenditure of up to £177,000 for year 1 of the project will be funded by the HS2 BLEF grant (£92,000) and the Delivery Directorate's Industrial Regeneration budget (£72,000 in 2020/21 and £13,000 in 2021/22)
- 5.3 Project officer(s) must ensure accurate records are kept and grant claims are submitted in a timely fashion so as not to expose the Corporation to financial risk.
- 5.4 Further expenditure is subject to the Corporation's decision making process.

6 Legal comments

- 6.1 The report above indicates that the decision requested of the Chief Executive falls within OPDC's objective of securing the regeneration of the Old Oak and Park Royal area and its powers to do anything it considers appropriate for the purpose of its objects or purposes incidental to those purposes, as set out in the Localism Act 2011.
- 6.2 In taking the decisions requested, the CEO must have due regard to the Public Sector Equality Duty; namely the need to eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act 2010, and to advance equality of opportunity between persons who share a relevant protected characteristic (race, disability, gender, age, sexual orientation, religion or belief, pregnancy and maternity and gender reassignment) and persons who do not share it and foster good relations between persons who share a relevant protected characteristic and persons who do not share it (section 149 of the Equality Act 2010). To this end, the CEO should have particular regard to section 3 (above) of this report.
- 6.3 Any services required must be procured by Transport for London Commercial who will determine the detail of the procurement strategy to be adopted in line with the OPDC's Contracts and Funding Code. Officers must ensure that appropriate contract documentation is put in place and executed by the successful bidder(s) and the OPDC before the commencement of the services.

7 Planned delivery approach and next steps

The table below show the key milestones for the first year of the Hub:

Milestone	Date
Hub office available for use	Oct 2020
Hub Service Delivery Plan produced	Oct 2020
Draft Branding assets available	Nov 2020
Hub soft launch	Nov 2020
Business Support Programme starts	Nov 2020
Hub public launch	Spring 2021

E&S Hub Branding Exercise

- 7.1 OPDC will appoint an external organisation to develop an engaging brand for the E&S Hub. The brand will also provide a neutral space under which staff from different partner organisations can operate.
- 7.2 External consultants will be procured to help OPDC develop branding assets. They will be procured through a competitive procurement process and in line with OPDC's Contracts & Funding Code.
- 7.3 Tenders will be reviewed by a panel made up of OPDC staff.
- 7.4 Fortnightly project meetings will be held to monitor project progress, with the OPDC Client Team and Consultant/s in attendance.
- 7.5 The Consultant/s will produce an Inception Report which will be submitted to OPDC's Client and Steering Groups.
- 7.6 The Consultant/s will produce an Interim Report (which will include draft design options) and a Final Report (which will include final branding asset designs) which will be submitted to OPDC's Client and Steering Groups and finally to OPDC's SMT for approval.

- 7.7 The OPDC Client Team will consist of representatives from OPDC's Park Royal team and OPDC's Comms and Engagement team. The Steering Group will consist of representatives from OPDC's Park Royal team, OPDC's Comms and Engagement team and all Delivery Partners.

Activity	Timeline
Consultants appointed	September 2020
Inception Report	September 2020
Stakeholder Workshops	Sep - Oct 2020
Interim Report	November 2020
Final Report	January 2021

Jobs Board Development and Maintenance

- 7.8 The E&S Hub Manager will appoint an external organisation to create a jobs board which will support reporting and monitoring and allow more candidates to access employment opportunities.
- 7.9 LB Ealing, LB Brent and LB Hammersmith and Fulham use bespoke online jobs boards such as, <https://ealingworkwest.com/>. Rather than develop a bespoke jobs board at this point, we would like to procure licences or a version of one of these online jobs boards for the E&S Hub and apply the E&S Hub branding to the user interface.
- 7.10 This may require purchasing licence(s) for the backend functionality from one organisation and running a competitive procurement process to procure a website developer to create the frontend interface.

Activity	Timeline
Research options	September 2020
Procure Licence(s)	October 2020
Develop user interface	October 2020

Office Costs

- 7.11 Budget £22,000.
- 7.12 The E&S Hub Manager will assess office equipment requirements and map out where equipment can be supplied by partners. Where equipment cannot be provided by partners and needs to be purchased or leased, it will be procured through a competitive procurement process and in line with OPDC's Contracts & Funding Code.

Events and marketing

- 7.13 The E&S Hub Manager will produce an annual delivery plan which will include a communications and marketing plan, including events which could be delivered next year (GLA Safe Working Protocols permitting). The draft budget is set out below.

	2019/20 (£)
Public launch event (Spring 2021)	2,000
Workshops and courses x 12	6,000
Events x 6	3,000
Training x 2	5,000
Total	16,000

E&S Hub Business Support Programme

- 7.14 OPDC will appoint an external organisation to deliver a 12-month business support programme for SMEs and micro-businesses in Park Royal. This support will be focused on helping businesses manage the impact of Brexit, Covid-19 and retain jobs.
- 7.15 They will be procured through a competitive procurement process and in line with OPDC's Contracts & Funding Code.
- 7.16 Tenders will be reviewed by a panel made up of OPDC staff.
- 7.17 Fortnightly project meetings will be held to monitor project progress, with the OPDC Client Team and Consultant/s in attendance.
- 7.18 The Consultant/s will produce a Programme Plan which will be submitted to OPDC's Client Group and the E&S Delivery Board.
- 7.19 The Consultant/s will produce monthly Monitoring and an Evaluation Reports which will be submitted to OPDC's Client Group and the E&S Hub Delivery Board. Six monthly reports will be submitted to OPDC's SMT.
- 7.20 The OPDC Client Team will consist of representatives from OPDC's Park Royal team and the E&S Hub Delivery Board includes representatives from all delivery partners.

Activity	Timeline
Consultants appointed	November 2020
Inception Report	November 2020
Delivery of business support programme	Dec 2020 - Nov 2021
Interim Report	December 2020
Final Report	February 2021

Appendices and supporting papers:

Appendix A – Risk Register

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOI Act) and will be made available on the OPDC website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary.

Note: This form (Part 1) will either be published within one working day after approval or on the defer date.

Part 1 Deferral:

Is the publication of Part 1 of this approval to be deferred? NO

If YES, for what reason:

Until what date: (a date is required if deferring)

Part 2 Confidentiality: Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a part 2 form – NO

ORIGINATING OFFICER DECLARATION:

Drafting officer to confirm the following (☐)

[
Drafting officer:

Beverley Archer has drafted this report in accordance with OPDC procedures and confirms that: ☐

Financial and Legal advice:

The Finance team has commented on this proposal, and this decision reflects their comments. ☐

The Legal team has commented on this proposal, and this decision reflects their comments. ☐

CHIEF FINANCE OFFICER:

I confirm that financial implications have been appropriately considered in the preparation of this report.

Signature



Date 15/10/20

Development Director

I confirm that I have reviewed this request and can confirm that I am satisfied it is correct and consistent with the OPDC business plan and priorities. It has my clearance and can be referred to the CEO for final approval.

Signature 

Date 15/10/2020

Appendix A – Risk Register

Park Royal Employment and Skills Hub

No.	Risk description and impact	Inherent risk assessment			Control measures/Actions	Risk Assessment after control measure		
		Prob.	Impact	Overall I		Prob.	Impact	Overall
1	Resources If any partner fails to honour their contribution, OPDC (as Administrative Authority) may be responsible for the making up the corresponding shortfall or finding alternative resources.	3	4	12	<ul style="list-style-type: none"> All partners have signed a Memorandum of Understanding confirming their support for the first three years of the project. OPDC is negotiating individual agreements with each partner setting out the terms and conditions of their contribution. 	1	4	4
2	Delivery of Service Without direction the resources provided by DWP and the boroughs may not coordinate their efforts to achieve the desired outcomes.	4	4	16	<ul style="list-style-type: none"> OPDC have recruited a Hub Manager, who will be responsible for producing an Annual Delivery Plan, directing resources, monitoring delivery against objectives and targets, and reporting to the E&S Hub Delivery Board. 	1	4	4
3	Quality of Service The Hub may deliver a poor service (ie slow responding to businesses, consistently recommends unsuitable candidates) and damage partners' reputation and existing	4	4	16	<ul style="list-style-type: none"> The Hub Manager and E&S Hub Delivery Board will agree KPIs around quality of service. The Hub Manager will be responsible for monitoring and reporting against those KPIs. 	1	4	4

	<p>relationships with Park Royal businesses.</p> <p>OPDC already struggles to engage with businesses and linking ourselves to a poor service would make it even harder for us to gain the trust of local businesses.</p>				<ul style="list-style-type: none"> The E&S Hub Delivery Board will be responsible for assessing delivery and making recommendations. 			
4	<p>Sustainability of the Hub The delivery model is unsustainable ie. financial resources are no longer available or future staff cuts mean that DWP and the boroughs are unable to supply staff to the Hub.</p> <p>OPDC already struggles to engage with businesses and linking ourselves to a good service that is short lived would make it even harder for us to gain the trust of local businesses.</p>	4	4	16	<ul style="list-style-type: none"> OPDC is negotiating individual agreements with each partner setting out the terms and conditions of their contribution. In future years, it is anticipated that S106 contributions from new developments across the OPDC area will be sufficient to cover the Hub's operating costs. The Hub's success and the sustainability of the model will be assessed towards the end of the three-year period. 	2	4	8
5	<p>Time It will be difficult and time consuming to agree individual partner agreements, Terms of Reference for the Delivery Board and recruit a Hub Manager.</p>	3	4	• 12	<ul style="list-style-type: none"> All partners have signed a Memorandum of Understanding confirming their support. Individual partner agreements are being negotiated. All partners have seen Terms of Reference for the E&S Hub Delivery Board. The ToR will be 	2	4	8

					<p>agreed at the November E&S Hub Delivery Board meeting.</p> <ul style="list-style-type: none"> The Hub Manager is in post. 			
6	<p>Location If we are unable to secure office space within the proposed WLC facility, it will take a considerable amount of time to identify and pursue an alternative location.</p>	3	4	12	<ul style="list-style-type: none"> The lease for office space on the WLC campus is currently being negotiated. We may only have use of this space for a year. Alternative office space maybe be available at the Old Refectory site. We will progress this and any other potential options. 	2	3	6