Cambridgeshire & Peterborough Combined Authority

Employment and Skills Strategy Implementation Plan
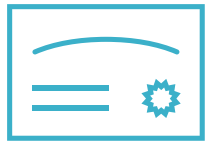
October 2022

Strategic Context

In 2022 CPCA published an updated **Employment and Skills Strategy** which is grounded by four core themes (see below). An **implementation plan** has been created to support and guide the delivery of the strategy. It is a key milestone in realising CPCA's vision for employment and skills.

Pre-work learning and formal education

People can access learning and experiences during formal education that provide a strong foundation for labour market entry and future working lives.

Employer access to talent

Employers both drive and consume a dynamic market of skills provision, which shapes the current and future workforce.

Life-wide and lifelong learning

People are aware of their learning needs and opportunities and are able to access provision that enables their development.

Support into and between work

Coordinated support is available for those who need additional assistance to transition into or between work.

Implementation Plan

The purpose of the Implementation Plan is to guide the first stage of strategy delivery and to cement a shared understanding of **what is to be delivered, how, when and by who in order to realise longer term strategic ambitions**.

It is **a live document** that will require collaborative review and input as new policy drivers (both local and national), funding opportunities and changes in the economy and labour market come to the fore.

The plan acts as a **call for action** for local employers and anchor organisations to work collaboratively and constructively to generate meaningful impact. The Plan:

- Reiterates the ESS strategic vision, objectives and goals;

- Outlines available resources (organisations/teams) to deliver the strategy, responsibilities, and how relationships between different groups will work;

- Maps and scores interventions already in motion that contribute to strategy delivery, identifies gaps and early actions to enhance delivery;

- Presents a timeline of activity to September 2023; and,

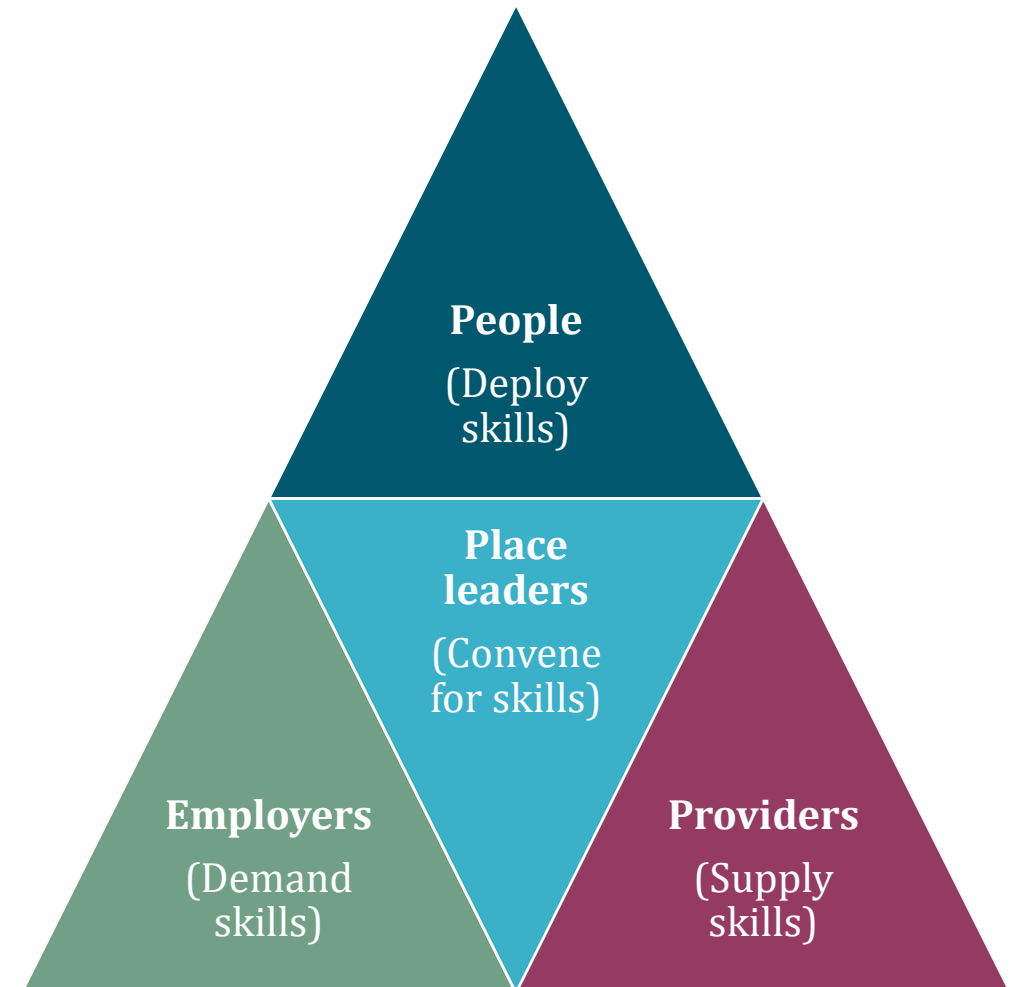- Provides an overview the monitoring approach and measures of success.

Who Will Act

Four key anchors of the Cambridgeshire and Peterborough Skills System must work collaboratively and purposely to translate the vision of the ESS into reality:

- **People** are empowered to take charge of the learning and career journeys

- **Providers** work collaboratively across the patch to offer high quality employment pathways

- **Employers** have access to diverse talent equipped for the right skills for the future

- **Place Leaders** effectively convene to leverage opportunities for all

Mechanisms for Action:

- Effective governance entities are required to ensure each group is represented to shape change and reach strategic objectives

- Under existing governance structures, People and Employers have limited representation in the skills context

- Opportunity to enhance communication between existing CPCA governance and management groups to ensure all peoples and places are considered in decision making

People
(Deploy skills)

Place leaders
(Convene for skills)

Employers
(Demand skills)

Providers
(Supply skills)

Proposed Governance Structures

- **Education Advisory Panel (EAP):** to support the work of, and be accountable to, the Education Committee. EAP will provide evidence to support strategic decision making and will be responsible for implementing elements of the ESS.

- **Reference Groups:** a multipurpose entity categorised by representative group (Employer, People, Provider). Thematic groups will provide evidence based insight and be key mechanism through which the ESS will be implemented. Reference groups can be commissioned by other committees on topics related to their thematic area.

- **Chairs Meetings:** composed of the Chairs of the committees shown in the corresponding organogram, a quarterly meeting to discuss progress across CPCA's strategic workstreams and identify areas for collaboration.
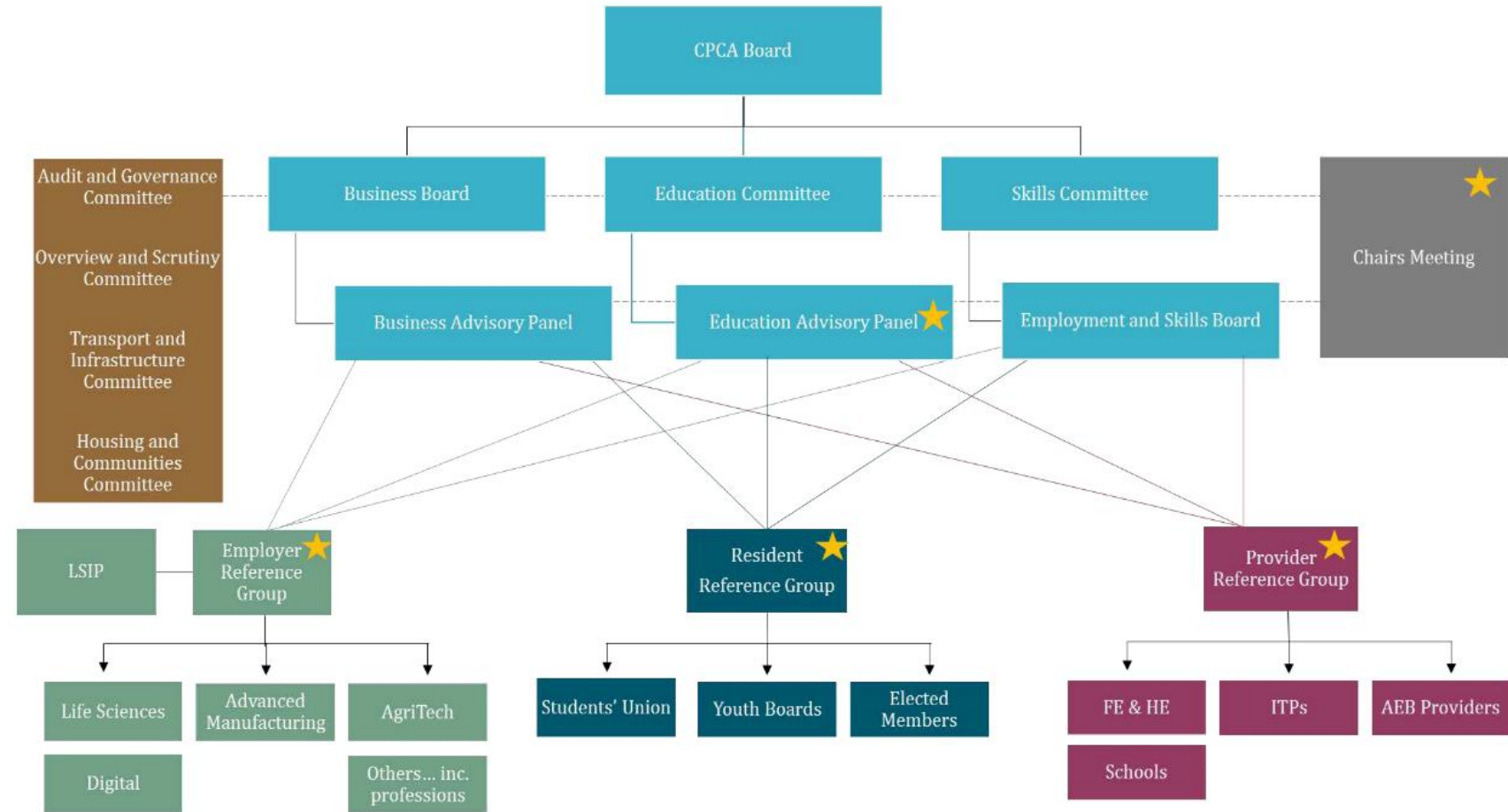
Any additions/adaptions will be made in line with CPCA governance review.

Note: proposed new entities are indicated by a gold star

Approach to Activity Mapping

- Each current and future intervention in the CPCA skills portfolio has been assessed using the corresponding scoring matrix

- All activity has been recorded in a centralised activity mapping tool that will be held by CPCA

- As part of implementation, the tracker will be updated on a regular basis, and will be used to help decision makers identify gaps in activity

- The tracker will be shared with skills stakeholders and place leaders across the C&P geography to enhance awareness of strategic activity and facilitate collaborating working

Score	Deliverability	Strategic Fit
0	Delivery of intervention has not started.	N/A
1	Intervention is not delivering against any anticipated outcomes, and it is unlikely/unrealistic that changes can be made to improve delivery.	The intervention does not align to any of the strategic priorities or outcomes, and it is unlikely/unrealistic that changes can be made to increased strategic fit.
2	Intervention is consistently underperforming against anticipated outcomes and would require significant adaption to improve delivery.	The intervention has minimal alignment to strategic priorities or outcomes and would substantive changes increase strategic fit.
3	Mixed performance to date however changes could stabilise and improve delivery against outcomes (e.g., more, sooner, better quality).	The intervention is partially aligned to strategic priorities or outcomes however substantive changes could improve strategic fit.
4	Intervention is delivering well, however minor changes would improve delivery against outcomes (e.g., more, sooner, better quality).	Intervention is well aligned to strategic priorities and outcomes; however minor changes could further enhance strategic fit.
5	Intervention is consistently delivering strongly against anticipated outcomes.	Intervention is strongly aligned to strategic priorities and outcomes and requires no refinement.

Analysis

The current skills intervention portfolio is well aligned to the ESS, however improvement in deliverability (quality, pace and scale) is required across the board to achieve strategic vision and objectives. Prioritising the mobilisation of pipeline projects is a key early action for implementation.

Theme	Short-term priority	Average deliverability score	Average strategic fit score	Projects in Pipeline
Pre-work learning and formal education	Improving careers education, specifically around STEM and green skills, as well as information, advice and guidance	3.5	4	7
	Widening education access and participation to make education more inclusive and the student body (and future workforce) more diverse	2.75	4.1	7
	Enhancing exposure to role models, work experience, and understanding of various training routes into sectors and occupations	3.6	4.25	4
	Capital investment to improve teaching facilities and kit, particularly for providers of FE, alongside support for staff capacity building	0	5	3
Life-wide and lifelong learning	Improving access to careers information, advice and guidance at any age	3	4	2
	Providing support to upskill and reskill in response to economic restructuring (e.g., following Covid-19, Brexit, digitisation, as net-zero transition intensifies)	2.8	3.6	9
	Increasing work-based learning, particularly apprenticeships, and introducing more accessible formats (e.g., short courses/ online/blended learning)	2	3	1
	Ensuring inclusion in continued and community learning and support for disadvantaged people, adults with SEN, care leavers and ex-offenders	3.5	4	2
Employer access to talent	Supporting covid recovery, growth and net-zero transition by developing priority skills and responding to acute issues	2.3	4.5	4
	Driving up and sustaining employers' engagement with provision	3.2	4.3	16
	Embedding modern work practices and conditions and improving job quality	0	5	1
Support into and between work	Supporting unemployed and NEETs into training and employment	3	4	2
	Providing support for disadvantaged groups to access the labour market	3	4	1
	Targeting support for Covid-19 recovery and transitions for displaced workers	n/a	n/a	0

Systems Change

ESS Identifies three system changes required to ensure **effective** provision is delivered using an **agile** approach, in a way suited to the nuances of **places.** These are **a regional curriculum, a dual-track skills and training system** and **a coordinated place-based action framework.**

These are ambitious, and required purposeful action to achieve change. Over the short-term, this will include:

- Undertaking an evaluation of the SDF project and sharing lessons learned;

- Selecting a preferred model for collaborative planning;

- Creating structure of five year delivery plans;

- Establishing sector reference groups; and,

- Exploring options for a Strategic Investment Fund, using AEB as an initial pilot.

Preparing for September 2023

- CPCA operating an outcome-led Strategic Investment Fund
- CPCA developed ToR for any additional/adapted governance entities
- CPCA have established a mechanism for updating the activity tracking tool developed alongside this document

- CPCA has adapted appropriate governance structures
- Interim evaluation of SDF completed
- Task and Finish group reported with recommended model for Provider collaboration
- Monitoring and Evaluation Framework for ESS agreed

- Providers outline of areas of specialism 5-year plan drafting
- LSIP is aligned existing arrangements
- All LAs developed District level Skills Action Plans, linked to the ESS
- Skills Investment Framework developed
- Final evaluation SDF

- CPCA has co-ordinated the development of 5-year plan (life of first plan would be 2023/24 - 2028/2029)
- LSIP finalised and employers inputting into the design and development of provision, in partnership with the CA

November 2022

January 2023

April 2023

September 2023