



SKILLS COMMITTEE	AGENDA ITEM No: 3.1
DATE: 10 July 2019	PUBLIC REPORT

SKILLS STRATEGY IMPLEMENTATION

1.0 PURPOSE

- 1.1 Further to the approval and adoption of the Skills Strategy Final Version (Appendix A) at the meeting of Cambridgeshire and Peterborough Combined Authority Board on 29.5.19, it was noted that the Strategy endorsed by the Board that sits alongside the more detailed Hatch Regeneris' Evidence base report is short and concise.
- 1.2 The detail of how we will deliver the interventions contained within the Skills Strategy will be outlined within individual implementation plans for each of the 5 interventions, namely the Adult Education Budget, Careers Advice, Skills Talent Apprenticeship & Recruitment Hub, Health & Care Sector Work Academy and University of Peterborough.

DECISION REQUIRED	
Chair of the Committee:	Councillor John Holdich
Lead Officer:	John T Hill, Director of Business and Skills
Forward Plan Ref: N/A	Key Decision: Yes
The Skills Committee is recommended to: (a) Note the background information that informs the timeline for producing and sharing the implementation plans for the interventions contained within the Skills Strategy.	Voting arrangements Simple majority of all members

2.0 PRODUCTION OF CPCA SKILLS STRATEGY IMPLEMENTATION PLANS

- 2.1 The Skills Strategy and delivery/implementation plans have been aligned to the Local Industrial Strategy and the Cambridgeshire, and Peterborough Independent Economic Review (CPIER) and its recommendations. They will be produced through robust process and in consultation with; the members of the Skills Committee, the Mayor's office, CPCA staff, an expert authors' group, CPSB CEOs and officers' groups, as well as the Employment and Skills Board, business and employers, the majority of the AEB providers and a range of key stakeholders through on-going stakeholder engagement.
- 2.2. This paper is to note that officers within the Business and Skills Directorate of the CPCA are currently working towards producing individual implementation plans for the delivery of the 5 interventions contained within the Skills Strategy. These plans will be the subject of separate Board papers as they are developed further. There may be cross-fertilisation of ideas and papers that dove-tail those being put forward to the Business Board i.e. the proposed Growth Company detailing/underpinned by the Skills Talent & Apprenticeship Hub is a good example of this meshing.
- 2.3 The process for the development of the Implementation Plans for the Skills Strategy endorsing a timeline of activity from April 2019 to March 2020 will be produced as individual interventions are scoped and developed to meet the needs of the local areas within the 3 sub-economies, namely: Greater Cambridge, Greater Peterborough and the Fens. Staging and phasing will be important this year as different interventions come to fruition at differing points in the year although there is intent that all the implementation plans will be mobilised within 19/20.
- 2.4 The two interventions identified in the Devolution deal are the Adult Education Budget and the new University of Peterborough. Shaping and scoping will continue over the next 3 years as identified in the timelines stated in 3.1 and 3.2 below. The overall timeline for producing and sharing the implementation plans for the individual interventions is highlighted below.

3.0 INDIVIDUAL IMPLEMENTATION PLANS TO DELIVER THE SKILLS STRATEGY

- 3.1 **Adult Education Budget:** Our future economic success requires everyone to have an understanding of the new jobs and opportunities that will be created so that our local labour force has the skills that employers require. The AEB is an important mechanism to achieve this. Understanding and addressing the skills needs of the local economy is a complex task. The economic landscape continues to evolve and the development and expansion of the global economy has brought with it the need for a wider skills base as new technologies are introduced into working processes at an ever-growing rate. Within this increasingly competitive and changing world, skills and workforce development have a critical role to play in Cambridgeshire & Peterborough's economic growth and future prosperity, whether for the individual, the employer, or the wider economy.

- 3.1.1 It is important for adults in Cambridgeshire & Peterborough to be fully aware of all the opportunities available to them and to make sure they are given the necessary information, advice and guidance to make well-informed decisions about their career choices. Whether they are taking their first step onto the career ladder, are unemployed or facing redundancy or looking to change or improve career prospects, it is important to have access to an adult education and skills system that meets the needs of local people.
- 3.1.2 We will therefore ensure that all adults in Cambridgeshire & Peterborough have access to a world-class adult education and skills system that will enable them to maximise their potential and contribute to the future prosperity of the region.

The AEB programme will:

- meet the Cambridgeshire and Peterborough priorities as listed in the skills strategy.
- meet national entitlements and identified local priorities.
- ensure responsiveness to learner need.
- ensure responsiveness to employer need.
- ensure progression.
- align with other local services.

The Adult Education Budget priorities will:

- target sustainable employment.
- target low-skilled and low-paid adult residents in the workforce.
- secure skills at level 2 and above.
- increase digital provision.
- increase flexible delivery of learning that supports adults in work to upskill.
- target people in priority communities – Peterborough and Fenland
- improve progression between levels particularly from level 1 to level 2 and from level 2 to level 3.

- 3.1.3 The devolution of the Adult Education Budget is a unique and invaluable opportunity for Cambridgeshire and Peterborough. Following devolution, the Combined Authority will have the powers and responsibility to determine the funding priorities for the devolved Adult Education Budget for residents. The CPCA will start to deliver the AEB in August 2019 based on an academic year model. The devolution of the programme can be identified into 3 phases;

- Phase 1: March 2018 – July 2019; Preparation and understanding for devolution
- Phase 2: August 2019 – July 2020; First year of devolution in CPCA control, but under enhanced service offer with minimum changes to current policy
- Phase 3: July 2019 – July 2022; Development of localised AEB Policy on changes to Funding Rates, Rules and Formula for provision in Academic year 2020/21. Further involvement in defining industry and business role in shaping course provision.

Phase 2 and Phase 3 cross over in summer 2019 as the AEB prepare and make changes to funding rules strategically guided by the Skills Committee and Business and Industry, with courses potentially and significantly changing in 2020/21 academic year. In 2019/20 it is important that both the Grant Funded Further Education (FE) Institutions and Independent Training Providers (ITPs) (through their bid, award and contract) are provided the flexibility to meet the identified goals outlined within the Skills Strategy. This will be achieved through the agreed Delivery Plans with the FE in April 2019, and the tenders submitted by the ITPs and scored in March 2019. Therefore the 19/20 year will be a baseline year on which to evaluate and score performance.

3.2 University of Peterborough - Peterborough is a cold spot for Higher Education (HE) education and skills. Based on recent economic data/evidence collected from the Cambridgeshire and Peterborough Economic Review and the Hatch Regeneris' Skills Strategy Evidence Base Report the Combined Authority's Skills Strategy has identified a need for a University of Peterborough. As a devolution priority, the CPCA is committed to supporting the establishment of a new facility in Peterborough with a course mix driven by local requirements for residents and businesses.

3.2.1 The CPCA's objective is to create a University of Peterborough that will deliver a step-change in life-chances for young people in Peterborough and beyond. Key to the success of the new University will be our ability to grow and retain local talent alongside attracting and retaining new talent to the area.

3.2.2 The CPCA, through this project, are committed to raising personal and community aspirations along with improving social-mobility and contributing to inclusive social and economic growth. The CPCA will continue to work to promote and support employer demand and to motivate learners and their families to aspire to building prosperous futures for themselves and their communities. In order to deliver the University the CPCA have procured an expert Project Management Team, who will support the CPCA to deliver the University using the updated Action Plan and Timeframe approved and adopted by the CPCA board on 29.5.19, as follows:

Work Stages for Delivery	Timescale
1. Run a University delivery partner selection process to identify HE provider to confirm the best choice of academic partner. Agree with the selected academic partner a UoP Delivery Plan to 2030.	June-Nov 2019
2. Define University Curriculum – carry out research and define the curriculum of the University with the identified HE partner to provide the delivery requirements with regards to the building and ICT requirements.	June-Nov 2019
3. Work alongside CPCA and the HE Partner to co-develop and deliver an Outline Business Case (RIBA Stage 1) , in accordance with the Green Book (<i>5 case report – Strategic</i>	June-Nov 2019

<i>case, Business case, Economic case, Financial case and Commercial case) for approval at CPCA Board in January 2020.</i>	
4. Develop the design to facilitate planning applications, site assessments and permissions (RIBA Stage 2). Manage the required consultations in conjunction with the CPCA and other council partners.	June 2019-March 2020
<i>Subject to approval of planning and approval of OBC.</i>	
5. Working with the CPCA and HE Partner to run procurement competition for design and build contractors. Agree Prospectus for the University outlining how the proposed curriculum and delivery models influence the spatial planning for the site. Working with the CPCA and HE Partner develop the proposals through the various RIBA stages to produce a Full Business Case for approval and award Contracts to develop and build the new University Buildings by end of May 2020.	Jan-June 2020
<i>Subject to approval of planning and approval of OBC.</i>	
6. Project Build. Manage the build phase and the contractor to ensure timescales, budgets and quality requirements are all met with the University building and amenities. Work starts on site to meet construction and mobilisation of the capital build to open the doors for 2,000 students.	July 2020-Summer 2022 Actual: September 2022

3.3 **Skills Talent & Apprenticeship Recruitment Hub (STAR Hub)** will be developed by the CPCA to increase the number of people transitioning through the skills ecosystem into Apprenticeships, Higher Education and employment. **The STAR Hub will consist of:-**

- (i) **A digital Talent Portal;** The CPCA will support providers, schools, colleges, higher education, parents and residents to navigate effectively through the complex skills landscape by the creation of the Digital Talent Portal through a “one stop shop” This action will facilitate a better match of potential talent to skills needs and job vacancies and in so doing will create opportunities for a strong, productive and thriving economy.
- (ii) **A Brokerage Service** to support the promotion of Apprenticeships to connect employers, providers and learners; Brokering opportunities to encourage and increase work experience, T Level Industry placements, traineeships, apprenticeships, and graduate placements particularly through wider employer engagement and involving supply chains.
- (iii) **A Levy Pooling Marketplace** growing Apprenticeships by creating a by working with Levy Employers to support SME’s in Priority and Supporting Sectors using the 25% Levy Transfer. Creating a Levy pot that SME’s can access, so that together with our businesses and Training Providers we can utilise it better.

- (iv) **Apprenticeship & Levy Specialists** trained to support with knowledge of Apprenticeships and Training and able to support employers to use their levy.
- (v) **Support for micro businesses** unable to take on an Apprentice due to either their size or specialist nature.
- (vi) **A Careers Aspiration Pilot** to increase the amount of young people entering Higher and Degree Apprenticeships. This will increase the life chances of those who wouldn't ordinarily take these routes. It will also link with the University of Peterborough and iMET as a route to direct young people.
- (vii) **A mobile device App to connect with the Talent Portal** – this will create greater visibility of talent to support businesses with recruitment/ training and using social media to attract young people into key sectors by connecting into the Digital Talent Portal.

3.3.1. The STAR Hub will also support the promotion and connectivity to the following separately funded programmes and services;

- (i) **A Social Mobility Pilot** in Peterborough; Building capacity in SMEs to provide opportunities to enhance the contribution of advanced skills to SME growth, including programmes to specifically engage the most disadvantaged groups or those who face particular local disadvantages in utilising advanced skills; Promoting Apprenticeships in priority sectors by developing a supportive environment for employer engagement;
- (ii) **The Greater Cambridge Partnership Apprenticeship Service**; a partnership between Form the Future and Cambridge Regional College to connect students and businesses as part of their new Apprenticeship Service within Cambridge and South Cambs area. Co-development of these proposals with the Greater Cambridge Partnerships is enabling a clearer joint vision for how the proposed service might potentially offer an alternative platform upon which GCP might contract their local delivery partner, Form the Future, to provide additional and locally value adding services, beyond those proposed here.
- (iii) **The Health and Care Sector Work Academy** to tackle the local shortage of skilled workers and provide a further 2100 learners into the sector. It specifically works with the Work and Health programme to support adults who have become disconnected from the labour market to support their progression into work.
- (iv) **The Edge Construction Hub** will address the current and future construction skills shortage and provide vital training for the increased workforce required. Giving displaced workers the opportunity to upskill or retrain for new careers. This will include a Careers Guidance Service for adults as part of the commitment to support the National Retraining Scheme.

- (v) **The Adult Education Budget** provides funding for programmes of learning up to level 2 (GCSE level equivalent) and some level 3 qualifications (A level equivalent), dependant on eligibility.
- (vi) **The new University of Peterborough** when it is operational in 2022. The new university is proposed to be a technical university focussing on the demands of local businesses in the priority sectors. Opening the doors to 2000 students in September 2022.
- (vii) **The wide range of ESF contractors** supporting the following contracts; Skills Support for the Workforce, Skills Support for the Unemployed, Skills Support for NEETS

3.3.2 The development of the STAR Hub aligns to the need for change which is both evidence and policy based. The skills landscape is going through many changes; the reforms in Technical Education with the introduction of the Apprenticeship Levy, Trailblazers and the emergence of T Levels. This has created a more complex system to an already complicated skills eco-system. The Combined Authority must ensure it future-proofs its investment and ambitions for a skills solution fit for purpose to support the Skills Strategy, LIS and CPIER recommendations.

3.3.3 The recent Baldwin's report (April 2019) for one of the CPCA's sub economies suggests that 26% of businesses are looking to upskill their existing staff in the Greater Peterborough area. It demonstrates greatest need in areas such as management and higher-level skills. This supports the evidence within the CPIER and the need to have a targeted approach within each sub economy. This also strengthens the need for the University of Peterborough and the approach it is currently taking to carry out a business survey to understand the needs of business to shape the curriculum offer for the new University of Peterborough.

3.3.4 The Combined Authority will seek to provide stability within the system through a clear articulation of its long-term priorities, what it commissions and the basis upon which it contracts with providers. Specifically, this will ensure that funding and strategic influence are targeted towards the area's key sectors. In addition to this longer-term view of sector prioritisation, the Hatch Regeneris' Skills Strategy evidence base, December 2018; recommends an investment framework for collaborators and partners within the CPCA area in the table below.

Priority Sectors		Activities		Projects
	Agriculture and Food	Broker	Improve links in the skills system	<ul style="list-style-type: none"> • Skills Hub • Life Science Sector Pilot • AEB Devolution • Work Readiness Pilot
	Life Sciences		Aggregate learner and employer demand	
	IT and Digital Manufacturing, Advanced Manufacturing and Materials	Incentivise	Provide investment for skills innovations	<ul style="list-style-type: none"> • Skills Hub • Life Science Sector Pilot • A New University of Peterborough • AEB Devolution • Mayor's Apprenticeship Challenge Fund
	Logistics and Distribution		Create a more sustainable provider base	
	Education and Professional Services	Facilitate	Provide leadership for major projects	<ul style="list-style-type: none"> • Skills Hub • A New University of Peterborough • Coordination of Local Programmes
	Construction		Bend mainstream funding to achieve better outcomes.	
	Health and Social Care		Work with Government to drive investment	

3.3.5 As the main focus of the STAR Hub is to drive up the increase in Apprenticeship numbers, there are other interdependencies to its delivery. The implementation plan for the STAR Hub is:

Work Stages for Delivery	Timescale
1. SOBC for the Growth Company tabled at CPCA Board Meeting 29.5.19.	April-May 2019
2. OBC – September Board, update by electronic communication prior to the Board.	September 2019
3. Procurement of delivery partner(s)	August-December 2019
4. ESF bid to be written and submitted for funding to secure the STAR Hub	August 2019
5. Sub-economy Road Shows with all the CEXs of the constituent Councils and key stakeholders to support the development of the STAR Hub	July – August 2019

4.0 FINANCIAL IMPLICATIONS

4.1 Each intervention has its own defined budget and highlight report.

5.0 LEGAL IMPLICATIONS

5.1 There are no legal implications associated with the activities outlined in this report

6.0 APPENDICES

6.1 Appendix A – Final Version Skills Strategy June 2019.

<u>Source Documents</u>	<u>Location</u>
Cambridgeshire and Peterborough Independent Economic Review (CPIER)	http://www.cpier.org.uk/final-report/
Hatch Regeneris Evidence Base Skills Strategy Final Report 2018	