



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

SKILLS COMMITTEE

Date: Wednesday, 10 July 2019

10:00 AM

Democratic Services
Dermot Pearson
Interim Monitoring Officer

The Incubator
Alconbury Weald
Cambridgeshire
PE28 4WX

**Meeting Room 1
Incubator 2, Alconbury Weald Enterprise Campus,
Huntingdon, Cambridgeshire, PE28 4WX**

AGENDA

Open to Public and Press

Part 1: Governance Items

1.1 Apologies for Absence and Declarations of Interest

1.2 Minutes - 3 April 2019

5 - 14

1.3 Public Questions

Arrangements for public questions can be viewed in Chapter 5,
Paragraphs 18 to 18.12 of the Constitution which can be viewed here
- [Cambridgeshire and Peterborough Combined Authority: Constitution](#)

Agenda Plan	15 - 16
--------------------	----------------

Part 2: Reports to Combined Authority Board

2.1 University of Peterborough - Transition Funding	17 - 30
------------------------------------------------------------	----------------

Part 3: Delivery

3.1 Skills Strategy Implementation	31 - 52
3.2 Sector Academies- Health and Care Sector Work Academy (HCSWA) and Edge Construction Hub – Update	53 - 100
3.3 Careers and Enterprise Company (CEC) – Update	101 - 104
3.4 Performance Report - July 2019	105 - 108

Part 4: Date of next meeting:

2 October 2019, Incubator 2, Alconbury Weald Enterprise Campus,
Huntingdon, Cambs, PE28 4WX

The Skills Committee comprises the following members:

Councillor John Holdich

Councillor Graham Bull

Councillor Lis Every

Councillor Eileen Wilson

For more information about this meeting, including access arrangements and facilities for people with disabilities, please contact

Clerk Name: Tamar Oviatt-Ham

Clerk Telephone: 01223 715668

Clerk Email: Tamar.Oviatt-Ham@cambridgeshire.gov.uk

The Combined Authority is committed to open government and members of the public are welcome to attend Committee meetings. It supports the principle of transparency and encourages filming, recording and taking photographs at meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening, as it happens.



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY
SKILLS COMMITTEE: MINUTES

Date: Wednesday, 3 April 2019

Time: 15:05pm to 16:12 pm

Present: Councillors John Holdich (Chairman), Graham Bull, and Eileen Wilson.

Apologies: Councillor Charles Roberts

19. APOLOGIES AND DECLARATIONS OF INTERESTS

Apologies received from Councillor Charles Roberts. Councillor Holdich declared an interest under item 2.6 as a Board Member on the Opportunity Peterborough Board representing Children and Young People.

20. MINUTES – 6 FEBRUARY 2019 AND ACTION LOG

The minutes of the meeting held on 6 February 2019 were agreed as a correct record and signed by the Chairman. The action log was noted.

21. PUBLIC QUESTIONS

No public questions received.

22. AGENDA PLAN

The agenda plan was noted.

23. ADULT EDUCATION BUDGET (AEB): CONCEPT OPTIONS FOR POTENTIAL UNDERSPEND THROUGH DEVOLUTION

The Committee received a report that identified potential uses for any Adult Education Budget (AEB) underspend. The report requested that the Committee endorsed a combined approach to utilising underspend through a series of mechanisms during the period 2019-2023. The report also identified the potential risks associated with each of the approaches.

In presenting the report Officers drew the Committees attention to the options identified in the table at 2.5 of the report. The Director of Skills highlighted the proposed Skills, Talent and Apprenticeship Hub as a key project for the future and that some of the underspend would potentially be used to fund this work. He explained that any funding put forward by the Combined Authority for this project would be match funded with the European Skills Funding received. He clarified however that the risk of this approach was that there was a potential for underspend to affect the amount the Combined Authority received two academic years later when the allocations to the Combined Authority were calculated on reduced numbers of learners.

Agenda Item: 1.2

In discussing the report Members:

- Highlighted their concerns about how the underspend would be spent and clarified that the focus should be directly on supporting individual learners with skills development.
- Questioned whether the Combined Authority had carried out a risk assessment of how many providers could potentially become insolvent in an academic year. Officers explained that they had produced a Financial Risk and Resilience Toolkit which had been approved by the Department for Education. Officers clarified that of the 12 providers that the Authority were currently working with, only one was of concern. Discussions with all providers took place on a monthly basis and providers were paid a month in advance.
- Queried the commissioning approach to the spending on the budget and that any underspend should be highlighted early in the financial year. In particular how were the Combined Authority monitoring with providers, learners that were enrolling but not completing courses. The Director of Skills clarified that the Combined Authority would be asking providers to provide their completion rates so that this could be forecasted going forwards.
- Sought clarification on how £50,000 had been identified as a contingency budget. Officers explained that the grant provider with the lowest figure was £50,000 so the figure had been based on this.

In discussing the report Members:

It was resolved unanimously to recommend to the Combined Authority Board:

- a) agreement in principle that any underspend of the AEB is rolled forward into the next Academic Year.
- b) that Officers be instructed to (i) develop a bespoke Grant Funding Programme for Employers in Cambridgeshire and Peterborough in order to upskill existing employees; and (ii) report back in Autumn 2019 with a structure for such a programme.
- c) that Officers be instructed to consider what other Skills Programmes could be resourced with underspend of the AEB. Further to feedback to Skills Committee ideas that are in line with the Skills Strategy for consideration.
- d) agreement to maintain a contingency budget of £50,000 in 2019/20 to mitigate against the potential insolvency of a provider.

24. SKILLS STRATEGY

The Committee received a report seeking the Committee's endorsement to recommend the Combined Authority Board approved and adopted the Cambridgeshire and Peterborough Combined Authority Skills Strategy.

Agenda Item: 1.2

In presenting the report Officers drew the Committees attention to Appendix A of the report containing the draft strategy. Officers explained that the strategy had been produced through a robust process and in consultation with; the Members of the Skills Committee, the Mayor's Office, Combined Authority staff, an expert authors' group, Cambridgeshire and Peterborough Public Service Board Chief Executive Officers, ten business roundtables for priority sectors covering 60 businesses, the majority of the AEB providers and a range of key stakeholders. In total 300 individuals and organisations were consulted and contributed to the development of the strategy. The Skills Strategy and delivery plan had been aligned to the Local Industrial Strategy and the Cambridgeshire, and Peterborough Independent Economic Review (CPIER) and its recommendations.

In discussing the report Members:

- Congratulated Officers on the development of the strategy and commented that it was a comprehensive document.
- Highlighted an error at 1.2 of the report where it read Greater Cambridge (Cambridge and South Cambridge). Members requested the deletion of (Cambridge and South Cambridge) as this was inaccurate. Members requested that this was also amended in the Mayors brief at the beginning of the strategy. **ACTION**
- Questioned why languages had not been included in the strategy as a key skill. Members highlighted that languages would be a key skill particularly over the next few years after Brexit negotiations and there was a need to focus on languages for business. Officers agreed to review the strategy to reflect this. **ACTION**
- Discussed the Health and Care Sector Work Academy. Officers explained that there was devolved funding for the Department for Work and Pensions programme. There was a three year pilot for 2,100 learners. This would include those on in work benefits and individuals in the sector and those that might not be in the care sector, but had an interest in working in the sector. Officers clarified that the Combined Authority were looking at the current Health & Care Sector Work Academy and taking the model and good practice to develop potential models in other sectors if this was successful. Members noted that the Cambridgeshire and Peterborough NHS Board were aware of the pilot and the Academy and Combined Authority were working with them to bring partners together on the pilot. The pilot could potentially be a good feeder to the University of Peterborough. Officers explained that there is an existing Construction Industry Training Board (CTIB) funded via the National Retraining Scheme Construction Training Hub. There was potential to develop a Digital Academy and Agri-Tech Clubs. One member commented that she has worked on the development of the policy for this pilot when she had worked at the Department for Work and Pensions. The Committee requested that an update on the pilots at the July Committee including details on the implementation of this strategy including timelines. **ACTION**
- Queried whether rurality would be an issue. Officers clarified that this had been considered when producing the strategy including looking at poor transport connections.

In discussing the report Members:

It was resolved unanimously to recommend to the Combined Authority Board:

(a) approval and adoption of the Skills Strategy at Appendix A of the report.

25. UNIVERSITY OF PETERBOROUGH – OUTCOMES OF REVIEW AND REFLECT LEADING TO THE PROGRESSION OF AN OUTLINE BUSINESS CASE

The Committee received a report outlining the findings from the recent independent reviews of the University of Peterborough project and sought endorsement from the Committee to request approval from the Combined Authority Board to move into the next stage of the project.

In presenting the report Officers drew the Committees attention to Table B on page 41 of the papers which set out the key timescales for commitment and spend of the funding. The Director of Skills clarified that the Combined Authority were happy that the plan would deliver the University and that they had worked with Gleeds' to identify ideas to lead to better outcomes to match business needs to course provision. He explained that it was a good news report and it set out the action plan to be on site by 2022.

In discussing the report Members:

- Sought clarification on the level of degrees the University would provide. Officers clarified that the University would initially provide level six degrees and that they would be looking at research and Masters Degrees later down the line. The University were looking at the higher level apprenticeships and in-work degrees as well as two year degrees. Officers explained that this was quite a different approach from a traditional University and was designed to meet business and employer needs and increased productivity and economic growth. Officers acknowledged that this would be challenging commercially as this was currently a business area of low take up of level six degrees. The Combined Authority were currently looking at how they could engage employers on this through the Skills, Talent and Apprenticeship Hub, including looking at placing undergraduates for a year in business.
- Queried whether the University would be looking at providing research opportunities. The Director of Skills explained that this was something that would be looked at when the University had been established.
- Noted that University Centre Peterborough had been successful in achieving validation from Anglia Ruskin University for 28 courses and that their own application to the Office of Students for New Degree Awarding Powers was imminent. Officers explained that the Combined Authority had been working with University College Peterborough closely to look at the challenges that they faced and the needs of business in the area.

It was resolved unanimously to:

Agenda Item: 1.2

1. note the findings of the reviews that recommend the way forward for the University of Peterborough to be developed to meet the outcomes of the CPIER, LIS and Skills Strategy.
2. recommend to CPCA Board to approve:
 - (i) running an academic partner review, comparison and selection process that includes PRC, ARU and others.
 - (ii) release £300,000 of capital funding identified in the 2019/20 Capital Programme to deliver items 3 and 5 of the programme outlined in Table B in the report and power is delegated to the Chief Executive, in consultation with the Chairman of the Skills Committee, to approve/agree Officer Decision Notices to maintain the momentum in project delivery for items 3 of Table B – Timescales for commitment and spend of funding. Progress will be reported back to the Skills Committee in July.
 - (iii) approve the release of £235,000 from the non-transport feasibility funding in the revenue budget for 2019/20 to deliver items 1, 2, 4 and 6 in Table B in the report and power is delegated to the Chief Executive, in consultation with the Chairman of the Skills Committee, to approve/agree Officer Decision Notices to maintain the momentum in project delivery for items 1, 2 and 4 of Table B – Timescales for commitment and spend of funding. Progress will be reported back to the Skills Committee in July.
 - (iv) the Action plan and Timescales set out, noting they both enable meeting the original objective of 2000 students on the Embankment site by 2022.
 - (v) Officers procuring expert consultants to support the execution of that Action plan to these timescales.
 - (vi) agree to a review, through the OBC Process, of the current assumptions regarding:
 - a. the level of CPCA capital investment in the build; and
 - b. the Governance Process of the University Programme.
3. agree to delegate authority to the Chief Executive to enter into the contractual relationships following the procurement of the external consultants required to undertake the activities specified.
4. agree the definition of the University as set out in 2.5 of the report.

26. CREATION OF CAMBRIDGESHIRE & PETERBOROUGH EMPLOYMENT & SKILLS BOARD INCORPORATING SKILLS ADVISORY PANEL AND ADULT EDUCATION BUDGET GOVERNANCE ARRANGEMENTS

The Committee received a report that sought endorsement from the Committee to request approval from the Combined Authority Board for the creation of a Cambridgeshire and Peterborough Employment and Skills Board.

In presenting the report Officers explained that when drafting the terms of reference for the Employment and Skills Board they had spoken to other Combined Authorities that already had Boards established. The next steps would be to look at the membership of the Board to work to establish the Board by autumn 2019.

In discussing the report Members:

- Welcomed the establishment of the Board but reiterated that the Board should not be bureaucratic and that it needed to be able to make decisions and not just be a talking shop. There was a need to create an appropriate environment for business and industry to participate. Officers explained that they would be speaking to businesses in the summer about what they felt was missing from adult education and skills demand and supply. The Director of Skills commented that Cambridgeshire Insights were contracted with the Combined Authority to provide data analysis support for this work.
- Discussed who should sit on the Board including Large Companies, Small to Medium Sized Enterprises (SMEs), and the Districts Economic Development Units. There was a need to identify what different stakeholders could offer and some stakeholders may be a conduit to others providing a cross exchange of knowledge.

It was resolved unanimously to recommend to the Combined Authority Board:

- a) agreement to the creation of a Cambridgeshire & Peterborough Employment and Skills Board.
- b) agreement to the proposed Cambridgeshire & Peterborough Employment and Skills Board Terms of Reference.
- c) approval to adopt the proposed Terms of Reference and Governance.

27. SKILLS TALENT & APPRENTICESHIP HUB PILOT

The Committee received a report outlining the development of the new Skills Talent & Apprenticeship Hub (STA Hub) including progress to date and the next steps to be taken including an Outline Business Case being brought to Committee in July 2019.

Agenda Item: 1.2

In presenting the report Officers explained that there was an error in the report on page 61 of the papers under 3.5 it should read 'Geo Hubs in each sub economies are led by a partnership of Training Providers including Colleges and Partners and supported with a Brokerage team'. The diagram at appendix 1 was in draft and therefore after discussions with some Providers and Partners it was deemed necessary to develop this further through a workshop with those who could support the Geo hubs. Further Education Colleges would not be exclusive partners in 'Geo Hubs', there would be many more partners involved. **ACTION.** Officers clarified that the new hub would include a Digital Talent Portal and App, a Brokerage Service, the creation of Geographical Apprenticeship Hubs 'Geo Hubs' and growing apprenticeships by creating a Levy Pooling Marketplace with SME's.

In discussing the report Members:

- Queried how much the work fitted in with current work that the Greater Cambridge Partnership were undertaking. Officers clarified that they were working closely with the Greater Cambridge Partnership to ensure their input into the development of the hub.

It was resolved unanimously to recommend to the Combined Authority Board:

- (a) to note the progress to date in developing the STA Hub to deliver the skills strategy.
- (b) that an Outline Business Case be brought to the Skills Committee in July 2019.
- (c) to support the Director and officers to progress a bid to the European Social Fund (ESF) as part of the potential delivery of the STA Hub, if a call for bids is made before the Committee meets in July 2019.

28. **SKILLS BROKERAGE CONTRACT & FUTURE OF THE CAREERS & ENTERPRISE COMPANY CONTRACT FOR CAMBRIDGESHIRE & PETERBOROUGH**

The Committee received a report giving an update on the Skills Brokerage Contract and progress of the Careers Enterprise Company (CEC) Contract.

In introducing the report Officers explained that following the report to Committee back in November 2018 regarding the CEC Contract the Combined Authority had worked with CEC to change the parameters of the CEC offer, namely connecting the Brokerage and CEC Contract activities and align them with the development of the Skills Talent & Apprenticeship Hub. This had resulted in an offer to continue the contract through to August 2020 with no additional cost to the Combined Authority. In relation to the Skills Brokerage Contract, it had been identified that it was vital the ongoing work undertaken by Opportunity Peterborough (OP) was continued in the short to medium term, allowing the Combined Authority to consider the strategic direction it would need to take to deliver skills post 2020. Officers had negotiated a revised contract with OP to cover the CPCA areas for twelve months. Members welcomed the report and update provided.

Agenda Item: 1.2

It was resolved unanimously to recommend to the Combined Authority Board:

- a) agreement to the grant of £272,500 for Skills Brokerage to Peterborough City Council as accountable body for Opportunity Peterborough for the delivery of the Skills Contract.
- b) agreement to a revised contract with CEC to August 2020 and linking the match funding provided to Peterborough City Council for Opportunity Peterborough.
- c) agreement to the grant of £37,500 to Form the Future, funded via the revised CEC contract, to provide 50% funding for 1.5 FTEs for Cambridge and South Cambridgeshire skills brokerage delivery.

29. DATE OF THE NEXT MEETING

Members noted the date of the next meeting as 10 July 2019.

Chairman

Skills Committee Action Sheet – 3 April 2019

Date	Minute Ref	Report Title	Action	Delegated officer	Status	Date completed
03.04.19	24	SKILLS STRATEGY	Highlighted an error at 1.2 of the report where it read Greater Cambridge (Cambridge and South Cambridge). Members requested the deletion of (Cambridge and South Cambridge) as this was inaccurate. Members requested that this was also amended in the Mayors brief at the beginning of the strategy.	Kim Cooke	Amended on final version.	1.5.19
03.04.19	24	SKILLS STRATEGY	Questioned why languages had not been included in the strategy as a key skill. Members highlighted that languages would be a key skill particularly over the next few years after Brexit negotiations and there was a need to focus on languages for business. Officers agreed to review the strategy to reflect this.	Kim Cooke	Add business need for languages to the final version of the Strategy.	1.5.19
03.04.19	24	SKILLS STRATEGY	Officers explained that they were also looking at the potential for a Construction Work Academy, a Digital Academy and Agri-Tech Clubs. One member commented that she has worked on the development of the policy for this pilot when she had worked at the Department for Work and Pensions. The Committee requested that an update on the pilots at the July Committee including details on the implementation of this strategy including timelines.	Kim Cooke/Fiona McGonigle	DWP programme – Health and Care Sector Work Academy update has been added to the Agenda for 10 th July 2019 – Skills Committee.	1.5.19
03.04.19	27	SKILLS TALENT AND	In presenting the report Officers explained that there was an error in the report on page 61 of the papers under 3.5	Fiona McGonigle	The Geo Hub reference has now been removed from the paper. See latest version.	1.5.19

		APPRENTICESHIP HUB PILOT	it should read 'Geo Hubs in each Local Authority area are led by college/training providers and linked with a Brokerage team'. The diagram at appendix 1 would be amended to reflect this. Further Education Colleges would not be exclusive partners in 'Geo Hubs', there would be many more partners involved.			
--	--	-------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	--	--

SKILLS COMMITTEE AGENDA PLAN



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Notes

Committee dates shown in bold are confirmed.
Committee dates shown in italics are TBC.

The definition of a key decision is set out in the Combined Authorities Constitution in Chapter 6 – Transparency Rules, Forward Plan and Key Decisions, Point 11 <http://cambridgeshirepeterborough-ca.gov.uk/assets/Uploads/CPCA-Constitution-.pdf>

- * indicates items expected to be recommended for determination by Combined Authority Board
- + indicates items expected to be confidential, which would exclude the press and public.

Draft reports are due with the Democratic Services Officer by 10.00 a.m. eight clear working days before the meeting.
The agenda dispatch date is five clear working days before the meeting.

The following are standing agenda items which are considered at every Committee meeting:

- Minutes of previous meeting and Action Log
- Agenda Plan
- Performance Report

Committee date	Agenda item	Lead officer	Report to CA Board for decision	Reference if key decision	Deadline for reports	Agenda despatch date
10.07.19	University of Peterborough Transitional Funding	Kim Cooke	Yes	N/A	27.06.19	02.07.19
	Skills Strategy Implementation	Kim Cooke	No	N/A		

Committee date	Agenda item	Lead officer	Report to CA Board for decision	Reference if key decision	Deadline for reports	Agenda despatch date
	Sector Academies - Health & Care Sector Work Academy (HCSWA) and Construction Hub – Update	Fiona McGonigle	No	N/A		
	Careers Enterprise Company – Update	Fiona McGonigle	No	N/A		
	Performance Report	Kim Cooke	No	N/A		
02.10.19	AEB Commissioning Strategy 2020/21	Neil Cuttell	Yes	2019/055	19.09.19	24.09.19
	University of Peterborough Update Report	Kim Cooke	Yes	N/A		
	AEB Underspend System	Neil Cuttell	No	N/A		
	AEB Data to Payments System Business Case	Neil Cuttell	No	N/A		
08.01.20	AEB Delivery 2020/21	Neil Cuttell	TBC	N/A	18.12.19	23.12.19
08.04.20					26.03.20	31.03.20

To be programmed:



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

SKILLS COMMITTEE	AGENDA ITEM No: 2.1
DATE OF MEETING: 10 JULY 2019	PUBLIC REPORT Appendix (B) to this report is exempt from publication as it contains information relating to the financial or business affairs of any particular person (including the authority holding that information) under paragraph 3 of Part 1 of Schedule 12A of the Local Government Act. It is considered that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

UNIVERSITY OF PETERBOROUGH (UoP) – TRANSITION FUNDING

1.0 PURPOSE

- 1.1 Following the meeting of the Combined Authority Board on the 29th May 2019, a University Action Plan has been agreed and approved to deliver the University on time on the embankment site, opening its doors to 2,000 students by September 2022 in an iconic building. The UoP Action Plan will be delivered by expert Project Management Consultants working alongside the Cambridgeshire and Peterborough Combined Authority (CPCA) Programme team to allow the delivery of a curriculum that meets the needs of both students and employers, with new and progressive delivery models, such as degree apprenticeships and two-year degree programmes. The Plan also includes strategies to potentially raise the amount of revenue and capital funding currently available for the project (£13.83m from the CPCA) to as much as £20m.
- 1.2 To achieve these goals the Plan includes a market comparison of potential academic partners to work with the CPCA and Peterborough City Council (PCC) to deliver the University, between now, September 2022 and beyond to 2030. To that end, University Centre Peterborough (UCP) cannot continue to be considered the preferred or exclusive Academic Partner without challenge and comparison with the market. UCP as a wholly owned subsidiary have expressed an interest to tender to be part of the mini-competition to select the Higher Education (HE) Partner through a procurement process that starts on 1st August 2019.

- 1.3 This report provides the Board with the information required to support the transitional funding of UCP to continue working on the University project until the bidding process begins on 1st August 2019.

<u>DECISION REQUIRED</u>	
Portfolio Holder for Skills:	Councillor John Holdich
Lead Officer:	John T Hill – Director of Business & Skills
Forward Plan Ref: N/A	Key Decision: No
<p>The Skills Committee are recommended to:</p> <ol style="list-style-type: none"> 1. Note the findings of the request from University Centre Peterborough (UCP) to continue to fund the activity for the University of Peterborough up until the 31st July 2019. 2. Recommend that the Combined Authority Board : <ol style="list-style-type: none"> (i) Approve the release of £148,304 from the Skills Strategy Implementation budget for 2019/20 to support University Centre Peterborough through the transitional phase. 	<p>Voting arrangements</p> <p>All members are required to be present for this item.</p> <p>Two thirds of the constituent council members must vote in favour to include Cambridgeshire County Council and Peterborough City Council.</p>

2.0 BACKGROUND AND CONTEXT TO DATE

- 2.1 The CPCA has invested a significant amount of funding in UCP developing the University of Peterborough, and progress to date includes:

- An independent Council to govern UCP will be in place from 1st August 2019:
- An application for degree awarding powers that is ready for submission, currently on hold awaiting IT investment from Peterborough Regional College PRC/UCP.
- New degree awarding powers is fully funded by the CPCA and on hold awaiting the submission of the application.
- Over 20 new degrees have been validated with Anglia Ruskin University (ARU).

PRC are wishing to see the progress achieved to date taken forward and built upon for the benefit of the new University and to enable them to do so, the

CPCA has agreed to support this activity by sustaining the minimum viable product to:

- Maintain the quality of the student experience which could be impacted by the removal of the project staff.
- Maximise recruitment of students onto the newly validated programmes.
- Continue to promote UCP to retain the confidence of their current and prospective students and the wider community.

Therefore, this paper is to seek the funding required to support PRC/UCP over 4 months until 31.7.19 to maintain a minimum viable product.

2.2 It has been recognised that because of the challenges of the Further Education Sector (FE), which have deepened in recent years, putting a strain on any FE partner, and PRC in particular, their need to invest to strengthen their recent FE performance, means significant investment in the development of the Higher Education (HE) offer and associated IT in the University of Peterborough project which will be required between now and 2025 may detract from their core business.

2.3 To that end and due to the issues highlighted above and taking on board the recommendations of the reviews, it is necessary to go to market to procure the HE partner who will deliver the UoP. The selection criteria will be agreed with the expert project management consultants June/July for procurement from 1st August 2019. Therefore, to support UCP through the transition period of 1st April 2019 to 31st July 2019, UCP have requested that the CPCA continue to fund them for the work they are doing within this transition stage. UCP as a wholly-owned subsidiary of PRC will be eligible to bid to become the HE Partner or bid to work in partnership with another HE Partner through a consortium.

3.0 FINANCIAL AND INVESTMENT IMPLICATIONS

3.1 The CPCA has paid £1,053,465.00 to complete the work identified in the UCP project plans as defined in the Funding Agreement to 31st March 2019. As UCP are continuing to work on the programme through this transition stage, they have requested £148,304 from 1st April 2019 to 31st July 2019.

3.2 The CPCA has paid £391,690 for new degree awarding powers (NDAPS). Work which is currently on hold awaiting the application to the Office for Students.

3.3 The CPCA will use the Skills Strategy Implementation budget to release £148,304 of that funding in 2019/20 to pay UCP to maintain the minimum viable product as transitional funding. Appendix A – refers. This figure is in full and final settlement to UCP and is annotated within the Funding Agreement at Appendix B.

4.0 LEGAL IMPLICATIONS

- 4.1 The current Funding Agreement between CPCA and UCP has now expired on the terms set out within the contract. There is now no legal requirement for CPCA to offer UCP further funding. However, UCP have requested further financial assistance and CPCA officers have acknowledged that request.
- 4.2 Officers have confirmed that any offer of further financial assistance is a decision to be made at Board level and it was made it clear to UCP that, in acknowledging their request for further funding, any decision was subject to due process within CPCA governance processes.
- 4.3 It is recommended that a Settlement Agreement is entered into between CPCA, PRC and UCP which will confirm any additional payment is made in the full and final settlement of all and any, past present or future liability between CPCA, PRC and UCP. Appendix B refers.
- 4.4 CPCA cannot fund a bidder through the competitive bidding stage of any procurement process therefore this paper relates to proposed transitional funding up until 31st July 2019 and not beyond.
- 4.5 This paper envisages that after due process further reports will be prepared which will be taken back to the relevant Committees/Boards. At this point, therefore, there are no specific legal implications to be reported upon.

5.0 SIGNIFICANT IMPLICATONS

- 5.1 There are no other statutory matters to bring to the Board's attention.

6.0 APPENDICIES

- 6.1 **APPENDIX A** – Letters from CPCA/UCP/PRC requesting transitional funding.

APPENDIX B – Settlement Agreement between CPCA/UCP/PRC –
CONFIDENTIAL APPENDICES



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Mr I Jackson
Chair of Governors
Peterborough Regional College
Park Crescent Campus
Peterborough
PE1 4DZ

5th June 2019

Dear Ian

The University of Peterborough – Transition Funding request

Thank you for your letter of 22nd May 2019.

We note your comments and request for transitional funding to support PRC with unfunded staff costs at this time.

As you are aware the now expired Funding Agreement was made between the Cambridgeshire and Peterborough Combined Authority and University Centre Peterborough. As a matter of procedure can I request that this letter and request for transitional funding is re-issued on UCP letterhead and signed on behalf of the UCP Board.

As you are further aware there is no legal obligation to make further payments following the determination of the funding agreement by effluxion of time. However, at your request, and on the basis the CPCA would not want to see UCP/PRC in a difficult position during the transitioning months, CPCA Officers are making a recommendation to the Skills Committee (to be held on 10th July 2019) for them to make a recommendation to the CPCA Board (to be held on 31st July 2019) for approval to fund UCP up until 31st July 2019.

Please note and acknowledge this payment would be recommended to be made only in full and final settlement of all outstanding matters between CPCA, UCP and PRC.

Incubator 2, First Floor,
Alconbury Weald Enterprise Campus,
Huntingdon, PE28 4WX

This funding period until 31st July 2019 relates to the period of requested funding ahead of the planned mini-selection HE Partner process. It is CPCA's view it would not be appropriate to fund a bidder throughout the procurement process – 1st August 2019 to 30th September 2019.

The final figure agreed to seek CPCA Board Approval for is £148,304. This equates to the amounts detailed in the original funding request for April, May, June and July payments. It does not include the staff redundancy figure of £17,500 as the CPCA is aware that the redundancy had been considered on more than one occasion by PRC and therefore is in no way related to the funding arrangement between the CPCA and UCP.

This offer is subject to internal due process and CPCA officers will need to agree this approach with the Finance and Legal teams by 6th June 2019 if we are to have time for incorporation into the Skills Committee and CA Board Paper (due by 10th June 2019).

Please confirm your agreement to reissue the letter dated 22nd May 2019 on UCP letterhead and to issuing further letters from both PRC and UCP confirming agreement to the above approach, as we will not be able to proceed with a paper to the CPCA Board without both of these being completed first.

We are happy to discuss further but confirm any delay in making decisions risk missing deadlines with the board papers where the final decision on the offer will be made. We therefore look forward to receiving your response as soon as practicable.

Yours sincerely



John Hill
Director Business & Skills



Mr John T Hill
Director of Business and Skills
The Cambridge and Peterborough Combined Authority

10th June 2019

Dear John

THE UNIVERSITY OF PETERBOROUGH – Transition Funding request

Thank you for your letter dated 5th June.

On behalf of Peterborough Regional College, I note and acknowledge that the payment of transitional funding of £148,304 would be recommended to be made only in full and final settlement of all outstanding matters relating to the University project between CPCA, PRC and UCP. We agree to the approach outlined in your letter. I enclose a letter from UCP which now includes an additional paragraph regarding full and final settlement.

On behalf of the Board, I would like to thank you for your support of the College.

Kind regards



Ian Jackson
Chair of Governors



Park Crescent, Peterborough,
Cambridgeshire PE1 4DZ

Telephone: 01733 214466

Email: hello@ucp.ac.uk

Website: www.ucp.ac.uk

Mr John T Hill

Director of Business and Skills

The Cambridge and Peterborough Combined Authority

10th June 2019

Dear John

THE UNIVERSITY OF PETERBOROUGH PROJECT

Following our letter dated 11th April and the meeting held on 9th May, I am writing to clarify our request for additional funding and our position in regard to the CPCA proposed tender process.

The CPCA has invested a significant amount of public funds to develop UCP as the vehicle for the proposed University of Peterborough and we have made significant progress towards this goal. We have established an independent Council to govern UCP from 1st August under the leadership of Professor Sir Les Ebdon. We have drafted an application for degree awarding powers that is ready for submission but is currently under review due to the uncertainty around our continued participation in this project. The NDAP application is linked to the deliverables of the UoP project and further investment would be required to put in place those systems that have been specified in the bid. We have validated over 20 new degrees with ARU as a precursor to mapping these over to become UCP degrees when degree awarding powers are acquired. We have the support of the Office for Students (OfS) for our plans and, we believe, the support of the local community. In addition, our current student numbers would positively contribute to achieving the timescales and deadlines to which the CPCA has publicly committed.

We wish to see the progress achieved to date taken forward and built upon for the benefit of the new University rather than writing off the investment that we have jointly made. To enable us to do this, we would need to sustain the minimum viable product that is currently being developed. In practical terms, this means that we would need to continue to;

- satisfy the requirements of our OfS application
- maintain the quality of the student experience which could be impacted by the removal of project staff
- maximise recruitment of students onto the newly validated programmes to enable the achievement of the student numbers that have been cited within the Skills Committee Board papers
- continue to promote UCP and to retain the confidence of our current and prospective students and the wider community
- continue to develop the second and third years of the new programmes
- continue to develop systems in preparation for submission of our bid for degree awarding powers within the next 12 months



Park Crescent, Peterborough,
Cambridgeshire PE1 4DZ

Telephone: 01733 214466

Email: hello@ucp.ac.uk

Website: www.ucp.ac.uk

- continue to develop our plans to deliver degree apprenticeships and satisfy the sectors outlined within the Evidenced Based Skills report.

We wish to convey to you the detrimental impact that the removal of the CPCA funding has had on PRC. Our primary concern is to safeguard the interests of our students and ensure that there is no ensuing reputational damage. When we embarked on the UoP project it was necessary for PRC to end the joint venture with ARU to allow UCP to become an independent vehicle for the future university. This change has in itself resulted in significant cost due to the transition of systems and amendments to committee structures and procedures.

We believe that UCP is integral to the formation of an independent university for Peterborough, an original aim of the Devolution Deal. The current OfS rules do not permit another university to have ownership of a separate organisation with degree awarding powers. If your intention is still to realise the city's ambition to create something more than a campus based solution for Peterborough, which has existed for the last twenty years, then we need to maintain our current progress towards the achievement of degree awarding powers. In any collaborative arrangement this could sit alongside the development of high quality technical provision by a renowned university partner with a track record in this area. The partners could cost effectively share amenities within a joint campus, as in the example of the Cornwall model cited by Professor Sir Les Ebdon. If UCP's current student numbers were relocated to the new campus they would also contribute your stated objective of achieving 2,000 learners by 2022.

Whilst we are keen to work with you to sustain our joint ambition to create the University of Peterborough, UCP and PRC also need to remain prudent and to balance the priorities of both our further and higher education learners. The recent challenges and uncertainties surrounding the University project have been a distraction from our immediate priority, which remains the achievement of a 'Good' or better Ofsted rating. The College is also currently engaged in a Structure and Prospects Appraisal with a view to merger. The sudden and unexpected ending of the previous funding contract on 31st March has left us with unfunded staff costs and as things stand these will be reflected in a loss for the College for the current financial year.



Park Crescent, Peterborough,
Cambridgeshire PE1 4DZ

Telephone: 01733 214466

Email: hello@ucp.ac.uk

Website: www.ucp.ac.uk

We therefore request that the costs of continuing to employ the former project staff, as shown on the attached schedule, are funded by the CPCA until the completion of the procurement process in November. On that basis, PRC and UCP are prepared to commit to the tender process and use our best endeavours to work with the CPCA and other prospective partners to create a solution that satisfies our mutual interests. This commitment is subject to receipt of the tender criteria. We also wish to make it clear that our contribution to a joint bid would be based on the acquisition and operation of degree awarding powers for UCP as an independent institution and that this element of the bid is fully funded.

Whilst we acknowledge that the CPCA has acted in line with the letter of the funding contract, you will appreciate that we are not prepared to expose UCP or the College to similar risk going forward. If the CPCA is unable to agree to funding the cost of the former project staff in full then UCP does not intend to participate further in the tender process.

We acknowledge that payment of this request would be recommended to be made only in full and final settlement of all outstanding matters between CPCA, UCP and PRC

Yours sincerely

Rachel Nicholls

Director



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	

Cambridgeshire and Peterborough Combined Authority
Skills Strategy Framework Final
Developing Talent – Connecting the Disconnect



Foreword: Written for the Mayor and CEO

The Cambridgeshire and Peterborough region plays an important role in the UK economy. Although the area is home to large and globally significant businesses, small/medium businesses dominate the local landscape. With its strong knowledge base and prosperous communities, Cambridgeshire and Peterborough's Ambition 2030 is to make our region ***the best place in the world to live, learn and work***. This will be achieved by collaborative partnerships delivering initiatives which are bold and innovative in their design, both locally and nationally.

Unique in its make-up, the CPCA region is defined by three distinct economies with differing sector specialisms and therefore differing social and economic skills needs. The region faces many challenges. Broadly speaking, Greater Cambridge have the highest levels of skills and the best educational outcomes; Greater Peterborough and the surrounding area experiences lower levels of employment and greater economic inactivity and the Fens has lower labour market performance, related to the accessibility of both jobs and training. It is imperative that, to achieve inclusive growth, we concentrate our efforts on closing the skills gaps, and overcoming the barriers and challenges to progression by developing bespoke life-long learning for all ages through a tailored approach. Key to the success of our local economy will be our ability to grow local talent alongside attracting new talent to the area. When looking at business skills, it will be important to consider how we can innovate and improve through a circular economy approach, moving towards zero carbon connected to clean growth.

The Cambridgeshire and Peterborough Combined Authority (CPCA) devolution deal established an agreement between Government, the seven local authorities and the Local Enterprise Partnership to devolve a range of funding, powers and responsibilities. The devolution of some of the skills functions alongside the Adult Education Budget to the CPCA frames the impetus for the Skills Strategy. With a holistic approach being taken to increasing productivity and to growing the social and economic well-being of the local communities, the Skills Strategy and high-level delivery plan have been aligned to the Local Industrial Strategy and the Cambridgeshire and Peterborough Independent Economic Review (CPIER) and its recommendations.

This Skills Strategy has been written in consultation with; the members of the Skills Committee, the Mayor's office, CPCA staff, an expert authors' group, CPSB CEOs and officers' groups, 10 business roundtables for priority sectors covering 60 businesses, the majority of the AEB providers and a range of key stakeholders. In total 300 individuals and organisations have consulted and contributed to the development of the recommendations herein.

VISION

The CPCA has a vision to grow a successful, globally competitive economy grounded in high-skilled, better paid jobs, increased productivity and strong sustainable communities through:

***An inclusive world-class local skills eco-system
that matches the needs of our employers,
learners and communities.***

The strategy is a blueprint for designing and applying skills policies that makes the most of the region's workforce and for maximising the skills of its residents to drive up productivity, enable economic growth and support social inclusion. However, the region does not operate in isolation and recognition is given to national initiatives that will impact on the local skills landscape. This strategy has been prepared taking account of the current landscape and the introduction of Technical level ¹ qualifications, Apprenticeship Reforms ², the National Retraining Scheme³ and "Making the most of everyone's skills and talents" National Careers Strategy⁴. We will develop a dynamic skills system within the Combined Authority area bringing together advice and guidance, a quality delivery mechanism, with identified pathways to higher skills which is designed to improve work and pay prospects, closing the skills gaps and improving quality of life.

We have a unique opportunity to **set the strategic direction**, enabling sustainable futures by **creating a culture of positive change within the skills arena** following three key themes:

- 1. Achieve a high-quality offer tailored to the needs of the three sub-economies.*
- 2. Empower local people to access education and skills to participate fully in society, to raise aspirations and enhance progress into further learning or work.*
- 3. Develop a dynamic skills market that responds to the changing needs of local business.*

¹<https://www.gov.uk/government/news/new-t-levels-mark-a-revolution-in-technical-education>

² <https://www.gov.uk/government/publications/apprenticeship-levy-how-it-will-work/apprenticeship-levy-how-it-will-work>

³ <https://www.gov.uk/government/news/government-support-to-boost-skills-and-prosperity>

⁴ <https://www.gov.uk/government/publications/careers-strategy-making-the-most-of-everyones-skills-and-talents>

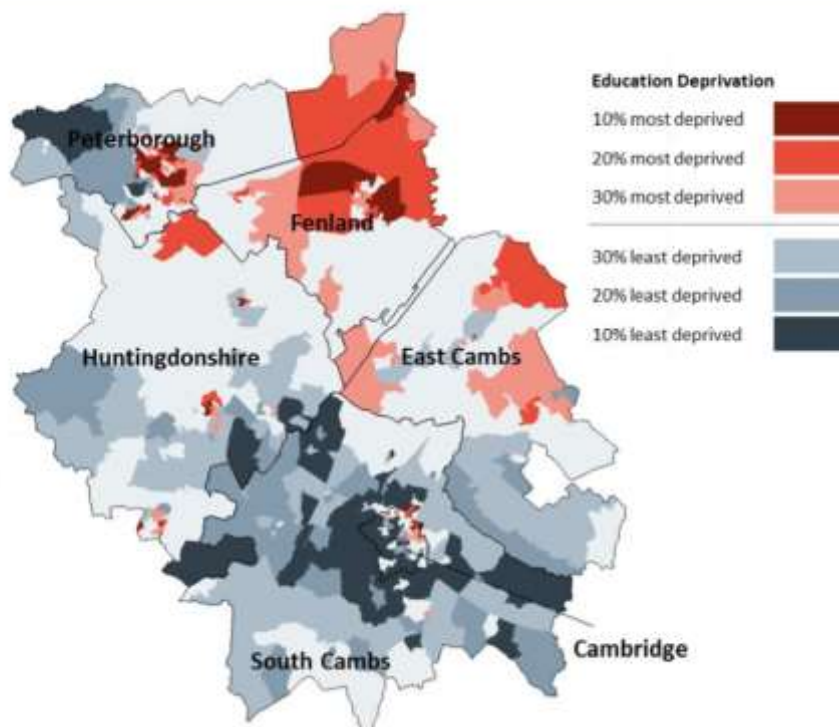
KEY THEMES

1. Achieve a high-quality offer tailored to the needs of the three sub-economies.

The future economic, cultural and social wellbeing of the UK is increasingly dependent on ensuring that the workforce is flexibly skilled and adaptable to meet today's market needs and those of the future. This will address the unpredictable needs of the next 10 to 15 years and beyond. We must assess how we best integrate and adapt our education and skills provision, ensuring it is aligned to the unique characteristics of the identified geographical areas. The focus areas for skills are split into three regions (based on travel to work patterns, supply chain mapping and housing market analysis):

- Greater Peterborough and surroundings (including north Huntingdonshire)
- The Fens** (including Fenland, some of East Cambridgeshire and part of Huntingdonshire)
- Greater Cambridge (Cambridge and South Cambridgeshire (including southern parts of Huntingdonshire and East Cambridgeshire)).

Figure 4.17 Education, Skills and Training Deprivation Map



The economic areas have similarities but with priority sectors across all three geographies which can vary. However, shared priorities across the region include:

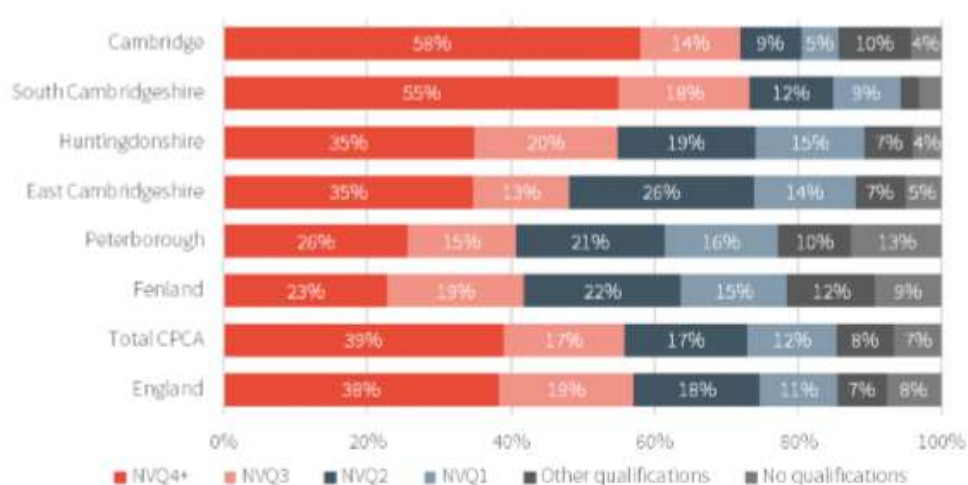
Health and Social Care	Agri-Tech and Food
IT and Digital	Life Sciences
Construction	Logistics and Distribution
Education and Professional Services	Manufacturing, Advanced Manufacturing and Materials

The Combined Authority will seek to ensure the highest possible quality of training across the region. In part this will be achieved through a commissioning process related to devolved funding. Additionally, the Combined Authority will seek to influence the regional training and skills provider network to share and adopt best practice whilst ensuring connectivity in industry aligns to, and keeps pace with, technological advancement.

2. Empower local people to access education and skills to participate fully in society, to raise aspirations and enhance progress into further learning or work

Within the rich and diverse nature of the geography for the Combined Authority area, there is a wealth of knowledge and diversity of culture. However, as shown in the table below, there is a need to develop skills levels across much of the region. This will be achieved through a tailored approach. This approach will be designed, as demonstrated in the key interventions shown below, to empower local people to access education and skills which will not only support academic achievement but will enable them to participate fully in society, raise aspirations and enable them to progress into further learning and work. Notwithstanding the importance of language development in business.

Figure 4.14 Highest level of qualification across CPCA (16-64 yr. olds)



Source: Annual Population Survey, 2017

The importance of inclusive growth is grounded in the fact that the poorest adults with the lowest qualifications are the least likely to access adult training despite being the group that would benefit from it the most (Social Mobility Commission 2019). A tailored offer, designed to improve work and pay prospects, supporting social and economic growth that is aligned to the geographical sub-economies, will move towards addressing the root causes of these inequalities. As the UK works towards leaving the EU it is more important than ever that relevant skills are built to improve productivity. It is for this reason that lifelong learning and adult education are so important.

3. Develop a dynamic skills market that responds to the changing needs of local business

The creation of a dynamic skills market that will improve prosperity and productivity will be based on local labour market information. Drawing from two significant baseline sets of evidence, the CPIER, used as the Local Industrial Strategy Evidence Base, and the Hatch Regeneris' Report, used as the Skills Strategy Evidence Base, this dynamic information and insight tool, developed with employers, will provide the foundation of future career pathways by identifying the current and future skills needs of local and regional businesses.

In our commitment to develop future pathways, recognition is given to preparing for the unpredictable as the balance of the kind of skills required in our employment sectors change with time. New and traditional sectors' occupations require more highly skilled workers and employers' needs for specific skills are constantly changing making it difficult to forecast. People entering the workforce and those already in work will need to be continually upskilled and trained to meet the jobs of the future. There is a need to embed a culture of lifelong learning and continuous skills improvement.

KEY INTERVENTIONS

The Combined Authority will play a critical role in facilitating the skills growth starting with 5 initial key initiatives, namely:

1. Adult Education Budget
2. Careers Education Information Advice and Guidance (CEIAG)
3. Health and Care Sector Work Academy
4. Skills Talent & Apprenticeship Recruitment Hub
5. University of Peterborough

Adult Education Budget

Devolution of adult skills funding from 2019/20 will enable the Combined Authority to vary funding rules and funding rates to target skills development in areas of shortage, particularly where these areas are in alignment with the sectors identified as priorities for the sub-regional development required to raise productivity and prosperity.

The current skills system within Cambridgeshire and Peterborough demonstrates that there is some degree of disconnection between schools, colleges and businesses. It is imperative that we map the current provision and ensure that outcomes of education and wider learning lead to employment, Further Education, Higher Education or further training. The Adult Education Budget (AEB) provides us with the tool to support learners to secure foundation skills, progression and diversification and is pivotal in supporting the needs of local people into employment. Improving workforce development is crucial to achieving the economic development of Cambridgeshire and Peterborough, particularly in those areas where levels of educational attainment are currently low.

Careers Education Information Advice and Guidance (CEIAG)

Key to progression is the ability of our schools, colleges and providers to deliver high quality careers, education, advice and guidance to inform all students of the opportunities in the region. By taking a holistic approach to skills provision we will enable our residents to have the opportunity to realise their potential and, through addressing skills gaps, to enable the regional economy to grow and thus to improve productivity and prosperity. The labour market is very prone to information failure in which people, especially younger people in schools, are unable to understand what is on offer or the benefits of investing their time and resources in identifying employment, skills and educational opportunities or differentiating between them to understand which creates the best life-chances for them individually.

Health and Care Sector Work Academy

This innovation pilot takes a holistic approach to the health and care sector with a single intervention in two parts. It will train people from outside and from within the health and care sector simultaneously. From outside the sector it will train those who, often employed in insecure or seasonal work may be trapped in low paid jobs with no career or pay prospects, and the unemployed., Inside the sector it will develop those working in the health and care sector to enable them to progress further by providing a robust and clear career pathway. These actions are expected to develop a pipeline of well trained employees for the health and care sector.

Skills Talent & Apprenticeship Recruitment Hub (STAR Hub)

The Skills Talent & Apprenticeship Recruitment Hub developed by the CPCA will increase the number of people transitioning through the skills ecosystem into Apprenticeships, Higher Education and employment. 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 doing so will create opportunities for a strong, productive and thriving economy.

Learning from experience in the past, there should be the opportunity to bring together demand and supply through a dedicated skills brokerage. We therefore propose to create a Skills Brokerage Service: specialist activity building relationships between businesses, providers and learners. One of the most challenging areas of matching need and opportunity is in relation to apprenticeships. On the supply side there is still an issue of perceived lack of parity of esteem between vocational and academic education and training. On the demand side, creating the critical mass for demand from employers to make support the feasibility of employer-based apprenticeships can be a challenge too. This lower level of demand for apprentices is most prevalent amongst SMEs who struggle to balance the value and effectiveness of a trainee, the 20% off the job training per week and the costs involved. Hence, to overcome this continuing market failure, we propose to better unlock the apprentice levy funding within large firms and help it flow down more effectively to SMEs in supply chains and sector clusters. To achieve this, we propose alongside our partners in other Mayoral Combined Authorities in Manchester and the West Midlands to agree with, and pilot on behalf of, the Dept for Education. This will give greater local freedom over the utilisation and management of underspend in the Apprenticeship Levy to create a highly functional local levy marketplace that significantly increases the quantity and quality of apprenticeships. We will develop local mechanisms to ensure that this critical resource in overcoming the current market failure in apprenticeships, can be deployed effectively, including creating pooling arrangements between employers.

University of Peterborough

The University of Peterborough is a key feature of the devolution deal agreed with government and is critical for the growth of the local economy and addressing skills shortages. There is a long-standing ambition between public sector partners, employers and the residents of Peterborough and surrounding areas to have a University in the city. It is envisaged that the University will offer technical qualifications to meet the need of local businesses as well as collaborative delivery models through close working with industry to shape the degrees/high level apprenticeships on offer. We have an agreed vision statement for the new University:-

“Our vision is to deliver a thriving, independent University which will be a power-house for intellectual and economic growth for the city and region. Our city centre campus, that will serve 10,000 + students in the 2030s, will be meeting the needs of employers for new types of jobs and organisations, all the while enabling and supporting social mobility. This technical University will be fit for now and the future in both its approach to students’ learning and course delivery. The University will anchor major re-development of the Peterborough Embankment. Our buildings will be architecturally leading, flexible and environmentally friendly. The curriculum, academic community and buildings will reflect a desire to be the greenest university possible”.

To achieve the vision, we have defined our technical University;

“The University of Peterborough will be a high quality employment focused university for the city and region. It will acquire an international reputation for applied technology and science and innovative technological approaches to face to face learning. It will be characterised by outstanding student satisfaction and respond to local needs. The curriculum will be led by student and employer demand as well as developing opportunities in the technological, scientific and business areas. “

Within a year we intend to implement this vision through:

1. A procurement compliant competition, for the selection of the most appropriate curriculum offer to satisfy the requirement above, through a partner that can demonstrate the financial, academic and commercial capacity to deliver it.
2. A specification for the buildings and equipment, with related capital and revenue costs, to deliver that offer in partnership with the selected partner.
3. The procurement of contractors to build and manage the university premises on the embankment site.

By 2022 we intend that the new university on the banks of the Nene in Peterborough, will have 2,000 students rising to 12,500 by 2030, when the University of Peterborough will become fully independent.

KEY CHALLENGES

Key Themes	Issues to address	Challenges	Interventions
1.2. 3.	Staff shortages in priority sectors.	<p>Staff shortages in our priority sectors – the biggest challenge is the availability of trained staff in technical and management roles. Efforts need to be made to pool resources and fill any gaps in provision on the “supply” side in education and training.</p> <p>Issues identified by the Department for Education in retaining highly skilled teachers in the area.</p> <p>Issues in tackling the local shortage of skilled workers in the Health and Care Sector.</p> <p>Issues identified in FE/HE around the ability to attract lecturers/trainers/tutors in some disciplines especially in the delivery of Apprenticeships.</p> <p>Potential impact of Brexit in terms of exodus of East European labour.</p>	<p>To support businesses and key stakeholders to grow their own talent as well as attracting, recruiting, training and retraining the employees who will be a fundamental part of their future commercial success through the National Retraining Scheme and the Skills and Apprenticeship Recruitment Hub.</p> <p>The Opportunity Area for Fenland and East Cambridgeshire will address this as part of priority 4 of the DfE Delivery Plan. CPCA to share best practice across the region.</p> <p>The Health and Care Sector Work Academy will tackle the local shortage and provide a further 2100 learners in the sector.</p> <p>Link businesses to providers to establish more integrated business expertise within apprenticeship standards as well as working with providers for expert staff to deliver at FE/HE.</p>
1.2.3.	Perception Vs Reality	<p>Perception of some sector industries is poor and careers promotion in schools/colleges is weak. It is imperative that careers education, information, advice and guidance in schools and colleges is realistic and aspirational.</p> <p>Perception of Apprenticeships and availability of Apprenticeships needs to change.</p>	<p>Careers promotion for sector skills is key to growing our local talent and raising awareness of the numbers of careers available in a given sector. To address the interface between employers, schools and providers, there is a need for early engagement with businesses through a strong skills brokerage.</p> <p>Working on levy pooling to support collaboration of delivery of apprenticeships to improve access for SMEs. The Technical qualification reform to support vocational pathways at Post 16 will assist with re-aligning the disconnect between technical qualifications</p>

			and the academic route. Alongside traditional qualifications, the University of Peterborough intends to offer technical qualifications to meet the demand of local industries and to grow local talent for jobs of the future.
1.2.3.	Plugging the Skills Gaps	We need to address the disconnection between education & qualifications and skills & jobs by ensuring all young people have access to quality careers advice and guidance to make informed choices at transition points as well as linking careers to curriculum to ensure young people are not disadvantaged in their career choices by poor choices at GCSE and A level.	The Technical qualification reforms, T levels will support the vocational pathways to be seen as equal to the academic route. The sector pilots and skills hubs will overcome the rurality issue with transport links in the more rural areas of our region.
1.	Lack of engagement in STEM subjects in schools/colleges	Embed the importance of STEM subjects in schools/colleges to raise awareness of jobs/qualifications that are fundamental to jobs within priority sectors – namely: manufacturing, engineering, life sciences, agri-tech, digital IT, construction and health and social care.	The Skills Brokerage offered to all schools in the localities will support STEM promotion through activities, careers promotion and employer engagement links with local businesses.
1.2.	Connecting the disconnected	Some people become disconnected from the labour market for a variety of reasons. Additional support, transition programmes, wellbeing support and community groups are required.	The Work and Health programme ⁵ will support the progression of adults who have become disconnected from the labour market into work.
1.2.3.	No central coordinator to influence and enable	Demonstrate the need – make a case! It is imperative that, to have a say in future devolution, we are highly successful through the devolved projects we currently run. Measuring impact and evaluating outcomes effectively, ensuring that the investment yields ,or wherever possibly exceeds, the return expected., will be essential	Achieving a skills base that matches business needs - ensuring young people are sufficiently prepared for work and prioritising skills development where it is needed most i.e. in areas where there are genuine skills barriers to economic growth is part of the devolution deal with the Combined Authority. Therefore, the University of Peterborough, Health and Social Care sector-based work academy and a highly successful AEB programme that meets the needs of the businesses, residents and providers will be key to unlocking further devolution, will be important elements of the strategy

⁵ <https://www.gov.uk/work-health-programme>

SUMMARY OF ACTIONS

1. Map the current skills provision through the Adult Education Budget to improve **AEB** commissioning to develop courses, employer engagement and student stimulation that links with Apprenticeship and job progression through transition pilots and sector focused retraining schemes.
2. Improve HE participation locally to raise aspirations for young people and ensure the curriculum meets the needs of the local employers, students and communities by, developing a **University for Peterborough**.
3. Connect business with providers and talent with the targeted support for STEM, T-levels, Employer Outreach, CEIAG, Work Readiness and Careers Pilots through a robust **Skills Brokerage Service**.
4. 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**.
5. Use the levy pot better to connect SMEs into wider value chains, spreading funding more effectively across local sector clusters by the creation of **A Levy Pooling Mechanism**. Manage the levy pooling to support micro businesses currently unable to take on an Apprentice due to either their size or specialist nature by connecting into an **Apprenticeship Training Academy**.
6. Provide work placements leading to Apprenticeships and jobs through coordinated **Sector Academy Apprenticeship Hubs** across the CPCA region.
7. Create a **Health and Care Sector Work Academy** to tackle the local shortage of skilled workers and provide a further 2100 learners into the sector.
8. Working with the **Work and Health programme** to support adults who have become disconnected from the labour market to support their progression into work.
9. Work with government to lobby for **further devolution opportunities**, to shape the reforms so that the skills system becomes outcome based and business-led and develop strong labour market information to ensure provision meets the demand to fill skills gaps.
10. Use collaborative partnerships to deliver bold and innovative interventions to ensure that collectively we make Cambridgeshire and Peterborough, ***the best place in the world to live, learn and work***.

THE DELIVERY PLAN

The summary of actions shown below will be mapped into the delivery plan which will identify what success will look like and the impact it will have for the CPCA region. Each project will have identified objectives with associated targets.

The delivery plan has been produced in accordance with labour market information, the Cambridgeshire and Peterborough Independent Economic Review and the Hatch Regeneris' Skills Strategy Evidence Base Final Report.

Key Intervention	Added value to the area	Transformational change
Adult Education Budget	Funding can be targeted to meet local need.	Move from Central Government commissioning to the Combined Authority.
Careers Education Information Advice and Guidance (CEIAG)	Local targeted interventions creating opportunities for people to realise their potential.	Review, integration, coordination and better focus of current contracts for organisations delivering in the area to ensure local businesses are better connected and young people are better stimulated and guided. The Careers and Enterprise Company (CEC) model underpins CEIAG within the Skills Strategy alongside our brokerage services. It will be the mechanism for the delivery of the National Careers Strategy.
Health and Care Sector Work Academy	Additional new skills money into the area.	Bespoke delivery of the skills requirements to the Health and Care Sector designed collaboratively with local care and health providers. Offers a total wrap-around service for the students.
Skills Talent & Apprenticeship Recruitment Hub	The creation of a "one-stop" shop making it easier for businesses, training providers and local talent to understand the skills landscape.	Creation of a specialist activity building relationships between businesses, providers and learners. This will unlock apprentice levy funding within large firms and help it flow down more effectively to SMEs in supply chains and sector clusters. This will create a highly functional local levy marketplace that significantly increases the quantity and quality of apprenticeships.
University of Peterborough	Bringing HE to a local cold spot.	The creation of an independent higher education Technology University that will support local demographic and attract new talent to the area.

June 2019



SKILLS COMMITTEE	AGENDA ITEM No: 3.2
DATE: 10 July 2019	PUBLIC REPORT: No

SECTOR ACADEMIES - HEALTH & CARE SECTOR WORK ACADEMY (HCSWA) AND EDGE CONSTRUCTION HUB – UPDATE

1.0 PURPOSE

- 1.1 To give the Skills Committee the background and update for the Health and Care Sector Work Academy (HCSWA) and outcomes to date.
- 1.2 To give the Skills Committee the background and an update for the Edge Construction Hub and any outcomes.

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: No
The Skills Committee is recommended to: (a) note the background information and outcomes for the Health & Care Sector Work Academy. (b) note the background information and the outcomes of the Edge Construction Skills Hub.	Voting arrangements Simple majority of all members

2.0 BACKGROUND FOR THE HEALTH & CARE SECTOR WORK ACADEMY (HCSWA)

- 2.1 The Health & Care Sector Work Academy (HCSWA) was launched in March 2018. It aims to tackle the local shortage of skilled workers in the health and care sector to meet current and future labour demands and reduce the reliance on work-related benefits, giving better security in employment and

improving career and pay prospects. The three-year innovation pilot aims to train 2100 learners. The Academy project is being implemented and managed by City College Peterborough on behalf of The Cambridgeshire and Peterborough Combined Authority and numerous essential key stakeholders. Please see **Appendix A** for the HCSWA Outline Business Case.

- 2.2. The innovation is in taking a holistic approach to the sector, a single intervention that is in two parts. It will train people from outside and within the care sector simultaneously. From outside the sector it will train those that are trapped in low paid jobs with no career or pay prospects, which often can be seasonal work and insecure, and the unemployed (including those who do not recognise their significant skills and experience from being carers in their home life), whilst inside the sector it will develop those working in the health and care sector to progress further, giving a robust and clear career pathways for all and developing a pipeline of employees.
- 2.3 The pilot will enable a robust progression career pathway to deliver and support key themes and pathways in the following areas, Domiciliary and Residential and nursing market (health care assistants through to generalist nursing). This will integrate with a longer-term pathway of training through to community, acute hospital and children's nursing role throughout Cambridgeshire and Peterborough.
- 2.4 This Innovation Pilot model has been designed in collaboration with key stakeholders including CEO's and Senior Managers from the local NHS private care, provider representation, Job Centre Plus, the Local Authorities, and the Business Board, who have all committed to support this project. Through this partnership the pilot will help meet local recruitment and skills needs at the same time as improving progression outcomes for workers.

3.0 GOVERNANCE FOR THE HCSWA

- 3.1 Governance for the programme will sit with the Cambridgeshire and Peterborough Health and Care Local Work Force Action Board, with informing lines to Authorities' Health and Wellbeing bodies, and a multiagency group (including employers) handling the operational management of the pilot. The Combined Authority will hold ultimate accountability for the Pilot.

4.0 DELIVERY OF THE HCSWA PILOT

- 4.1 The local Jobcentre Plus (JCP) will play an important role in its delivery consisting of referrals on to the programme, recommendations on delivery and by being a key stakeholder in the programme steering group. Their knowledge and expertise around the client group will be invaluable in ensuring the referral of individuals to the programme and will be carried out in the best interests of the individual and therefore giving the greatest chance of success and progression.
- 4.2 The model will support people into jobs with better pay and career prospects whilst meeting challenging employer recruitment needs.

The Academy will:

- Support in-work progression in the health sector for those currently employed in the sector; and, for those outside the sector to gain work and a career pathway in the health and care sector;
- Deliver an individualised tailored programme that will maximise the apprenticeship levy and funding;
- Be co-designed with employers for sector specific training;
- Deliver on the basic skills agenda and give work experience visits;
- Seek to remove barriers by providing wrap around and post-employment support / career guidance;
- Seek to influence employer practice around recruitment and staff development to help improve retention of staff;
- Support individuals to have career and social mobility
- Deliver a skilled workforce and help to meet the recruitment needs of the health and care sector.

4.3 The Innovation Pilot will also provide robust evidence on an initiative to support better career and pay progression in the health and social care sector. The model will open-up progression opportunities not just for the unemployed but also for low-paid workers on benefits by building a new partnership model between employment services and the health and care sector; in doing so it will help grow the local skills base. This will help to inform and drive future employment policy.

5.0 CHANGE REQUEST VIA DEPARTMENT FOR WORK AND PENSIONS (DWP) TO REPROFILE THE OBJECTIVES OF THE HCSWA

5.1 The change request is in three parts:

5.1.1 Part 1 - There is a gap in participant numbers linked to apprenticeships meaning that there are risks related to not achieving the total volume of learners as set out in the MOU and having sufficient participant data to inform evaluation. This is the highest rated issue to the Academy, which is caused, in part, by the national decline in apprenticeships within Health and Care. In order to mitigate this risk the change requested is:

- to pilot the introduction of non-apprenticeship level 2 qualifications to in-sector employees. The introduction of these level two qualifications will provide a clear progression pathway onto level 2 and 3 apprenticeships, boosting apprenticeship numbers, participant numbers and mitigate the gap caused by apprenticeships
- increase the scope to include non-levy employers. The current offer only includes levy employers however most Care employers are non-levy so we will be able to increase participant numbers and engage with more employers

5.1.2 Part 2 - A further aspect of this request is to seek approval to tweak the way in which we work with “in-work” learners. A change to the way in which we are working with this cohort is required as two issues have been identified regarding the take up of in-work learners;

- employers do not hold benefit information for their employees and therefore it is difficult to target marketing to specific eligible employees and;
- as enrolling on the Academy will identify learners to peers as being on a benefit there is a reluctance to take up the offer.

To mitigate this, it is proposed that eligibility criteria is waived on a case by case basis to enable a maximum of 20% non-eligible in-work learners to take part in the Academy. The non-eligible learners will not be included within the 2100 target number. The impact would be an increased number of in-work participants to inform the project evaluation and achieve MOU volumes.

The level 2 pilot and increased scope to include non-levy apprenticeships and in-work, non-eligible learners will not require any additional funding.

- 5.1.3 Part 3 - The original performance indicators set out in the MOU did not account for the lead-in time required to achieve the “completed activity” output (which takes between 20 weeks and 2 years from start of activity to achieve) or the “Job outcomes, promotion or further training/qualifications” outputs (which take a further 4 months from “completed activity”). Therefore to rectify this and mitigate the issues experienced in apprenticeships and universal credit rollout coinciding with the Academy rollout (as set out in our paper to Committee in November 2018), it is proposed that the performance indicators are amended to reflect this as set out below. There is no change to the total number of participants on the Innovation Pilot, nor to the final timescales for project completion.
- 5.2 The Combined Authority have agreed to a Change Request to the pilot. This has been sent to the DWP for reprofiling, for the reasons set out above. Waiting for change request to be approved from DWP. DWP have spoken positively about the change request and have said they were looking “to be supportive” and were “flexible” with requests.
- 5.3 The HCSWA has delivered 37 courses to date in various locations across Cambridgeshire and Peterborough to 322 learners, with 67% achieving an outcome. Please see **Appendix B** for an overview of the outcomes so far.

6.0 BACKGROUND FOR THE EDGE CONSTRUCTION SKILLS HUB

- 6.1 The Edge Construction Hub commenced on March 2019 and will finish in March 2020. The Construction Hub is funded via the Construction Industry Training Board (CITB) as part of the National Retraining Scheme. It will address the current and future construction skills shortage and provide vital training for the increased workforce required to deliver three strategic Urban & Civic (U&C) developments in Cambridgeshire. A construction training hub is required to tackle issues such as: the ageing workforce, lack of new entrants, retention of workforce and retraining of workers with transferable skills from other industries. Furthermore to overcome barriers identified in our jobs and skills work over the last four years. 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.

- 6.2 As a direct response to growing concerns over current and future skills shortages in construction, U&C have set up training initiatives at Alconbury Weald, which will be repeated at Wintringham and Waterbeach sites when development commences. The U&C ethos is to lead, support and ensure delivery of a skills programme which facilitates Housebuilders and Contractors to actively address and manage these skills gaps and grow their workforce. The wider framework includes contractual obligations from contractors and housebuilders through the National Skills Academy for Construction framework and U&C's unique licensing model with housebuilders; alongside an established partnership with local jobs and training partners, including EDGE, a jobs brokerage to provide construction opportunities for local people across Cambridgeshire. Using the process of development to ensure local opportunities and address local challenges is a core driver of our approach. The three sites will deliver 17,000 homes over the course of 15-20 years, the training hub will provide a unique opportunity to align onsite training with live projects.
- 6.3 The training hub will deliver hands on, local training support and pilot innovative approaches to tackle perceived barriers to joining the construction industry. In doing this it will drive positive skills behaviours from contractors, and genuinely beneficial outcomes to attract and retain talent into the construction industry.
- 6.4 Over three years, Urban & Civic team have built a network of partnerships to enable development at scale and maximise the economic benefits and opportunities it delivers. With three major developments in Cambridgeshire – all within 25 miles of each other - this provides a unique opportunity to train people and provide real progression through job opportunities which span 15-20 years. Participants will be recruited predominantly from non-traditional entry routes, using existing relationships with The Career Transition Partnership and the EDGE Jobs & Skills brokerage in Huntingdon.
- 6.5 The Construction Hub will provide tailored training and support and the qualifications to ensure individuals are onsite and work ready for the construction sector. Three key non-traditional entry routes which will be targeted for by offering the pre-employment training courses are long term unemployed, ex-forces and those moving from declining sectors.
- 6.6 **Long term unemployed**

The EDGE partnership, which includes U&C, the Department of Work and Pensions, local colleges and careers advisers, already supports those not able to use conventional recruitment routes, by providing bespoke support including a one-stop-shop in Huntingdon Town Centre, website support, and connections to community organisations such as Grub Hub and D:Caf, which support local families. EDGE currently has 150 people being actively supported into work and to date has placed over 200 into jobs locally. EDGE sources and co-ordinates a range of employability training to deliver: basic skills, confidence building, budgeting, employability skills training combined

with site tours, work placements and insight to industry talks, and has piloted projects with charity Groundwork to run CSCS and Health & Safety training. These schemes have had a 75-100% success rate, and the Construction Hub will allow this work to expand and extend providing a viable model to increase the number of individuals successfully gaining employment.

6.7 Ex-Forces

Approximately 16,000 men and women leave the forces each year. We aim to use the Construction Hub to attract, recruit and train ex-forces personnel by giving them a wider understanding of roles and career pathways available to them in the industry and demonstrate the transferable skills which can be applied to the construction industry. Training, insight days and workplace attachments will be organised in conjunction with the Careers Transition Partnership and advertised across the Military networks.

6.8 Declining Sectors

Through iMET and EDGE, the Construction Hub will be able to work with sectors in local decline, to provide re-training and identify transferable skills for application in the construction industry. The partners involved provide both strategic knowledge of those industries and tangible support to those managing the active decline of their workforce and that pipeline is an active one for the opportunities arising, with the same approaches being applied to provide insights into those new career opportunities and support to access appropriate training.

6.9 Outcomes for the Construction Skills Hub

- Enrolled and worked with over 150 learners so far (24% of target learners)
- These have involved a range of learning encounters including; Insight/ Taster days, Health & Safety Awareness Qualification, Explore Construction (three week course to get site ready), ex-forces insight days and Green Team projects.
- 38% of learners are from non-traditional entry routes
- 99% of learners are new to the Construction Industry
- Encore Estates Management have been the primary employer so far

7.0 FINANCIAL IMPLICATIONS

- 7.1 All costs associated with the HCSWA Innovation Pilot are covered by funding received by DWP. There are no financial implications to the Combined Authority associated with the administration of the Edge Construction Hub.


8.0 LEGAL IMPLICATIONS

- 8.1 There are no legal implications associated with the activities outlined in this report.

9.0 APPENDICES

- **Appendix A** - HCSWA Outline Business Case
- **Appendix B** - HCSWA Outcomes document up to 26th June 2019

<u>Source Documents</u>	<u>Location</u>
None	



Cambridgeshire and Peterborough Combined
Authority

CAREER AND PAY PROGRESSION INNOVATION PILOT BUSINESS CASE

**The Health and Care
Sector Work Progression
Academy**



Section	Title	Page
1	Executive Summary	3
2	Introduction	6
	2.1 Socio-demographics	6
	2.2 Economic and workforce analysis	6
	2.3 Current vacancies	8
3	The Innovation Pilot	9
	3.1 Sector based approach: Progression in Health and Care	9
	3.2 Developing the model	10
	3.3 The Health and Care Sector Work Progression Academy	10
	3.4 Local JCP Role	12
	3.5 The Employer Role	12
	3.6 Delivery for those from outside the sector	12
	3.7 Delivery for those already employed in the sector	16
	3.8 Outcomes and Impact	19
	3.9 Programme Management and Delivery	19
4	Evaluation and Governance	20
	4.1 Monitoring and Evaluation	20
	4.2 Governance	21
	4.3 Scaling up of the Model	22
5	Costings	23
	5.1 Benefits	24
	5.2 Cost Benefit Analysis	24
6	Timeline	26
7	References	27
Appendix A	Key Stakeholders	29
Appendix B	Case Studies supplied by the Local JCP	30
Appendix C	Cambridgeshire and Peterborough Health and Care Local Workforce Action Board Membership	31
Appendix D	Steering Group Membership (Proposed)	32
Appendix E	Breakdown of costs for Innovation Pilot	33
Appendix F	Breakdown of benefits	35
Appendix G	Further details of Cost Benefit Analysis	36
Appendix H	Letter of support from Chief Executive Cambridgeshire Community Services NHS Trust	38

EXECUTIVE SUMMARY

The Cambridgeshire and Peterborough innovative labour market pilot will test a new intervention that addresses a specific local labour and skills shortage in the Health and Care sector by stimulating progression and improving career prospects for those in receipt of in- and out-of-work benefits.

The timeliness and relevance of this pilot resides in its dual aims to help upskill the local workforce to meet current and future work force demands, and to reduce the reliance on work related benefits giving better security in employment and improving career and pay prospects.

The innovation is in taking a holistic approach to the sector, a single intervention that is in two parts. It will train people from outside and within the health and care sector simultaneously. From outside the sector it will train those that are trapped in low paid jobs with no career or pay prospects, which often can be seasonal work and insecure, and the unemployed (including those who do not recognise their significant skills and experience from being carers in their home life), whilst inside the sector it will develop those working in the health and care sector to progress further, giving a robust and clear career pathways for all and developing a pipeline of employees.

Within Cambridgeshire and Peterborough while employment rates are comparatively high there are significant numbers of people trapped in low pay with no clearly defined route into improved pay and career progression¹. This is combined with a high number of vacancies in occupations in the Health and Care Sector: a case of market failure.

There is a lack of understanding of how to improve in work progression and there is a need and desire to understand this further, especially as Universal Credit is already being rolled out. National policy has focused more on the activation of the unemployed and employment entry than on issues of retention and progression (Sissons, Green and Lee, 2016). However, to address issues of low-pay and in-work poverty, retention and progression when in-work are important. Interest in this area is beginning to increase with the introduction of Universal Credit as well as some local pilot activities around wage progression². One issue is that there is a relatively limited evidence base relating to initiatives targeting progression, the majority of which comes from the United States. Building the evidence base on what works in improving progression is therefore an important need.

At the level of the Local Enterprise Partnership, data shows that during 2016, the industry with the largest job vacancies was the Human, Health and Social Work sector. This sector had some 13,871 jobs advertised. This sector includes 'nursing, care worker and home carers', and 'medical practitioners', citing the top employer for advertised vacancies as the NHS and one of the main barriers to progression in the health and care sector is that employers, particularly in the care sector, don't priorities progression because they cannot be sure of the pipeline of employees.

¹ It is also known that low-pay and unemployment interact and that those in low paid employment are more likely to have periods of unemployment (Stewart, 2007)

² The Employment, Retention and Advancement (ERA) pilot also provides an example of programme development and learning in this area (Hendra et al, 2011)

With all of this in mind, this Innovation Pilot will be the creation of a **Heath and Care Sector Work Progression Academy**, which will consist of a single intervention that is in two parts, each part meeting a specific need. The first part will support those outside the sector to gain work and a career pathway in the health and care sector, whilst the second part will support in-work progression in for those already employed in the health and care sector. Taking this single intervention but delivering in two parts simultaneously will enable better progression, as well as ensuring job entry through the backfilling of entry level posts. If we were only to recruit and train from within the sector we would cause even more of a shortage in the sector's lower level jobs.

The second consideration with this interaction, is when recruiting from outside the sector to do it from the widest possible base so as to ensure we do not create a staff shortage in other sectors of the local workforce. Therefore, we will look to target those in low paid jobs with no career prospects, or who need to change roles due to their personal situation, and those that are unemployed (especially those that are carers in their home life who will have skills already relevant to the sector).

This pilot will enable a robust progression career pathway to deliver and support key themes and pathways in the following areas - Domiciliary and Residential and nursing market (health care assistants through to generalist nursing). This will integrate with a longer-term pathway of training through to community / acute hospital and children's nursing role throughout Cambridgeshire and Peterborough.

This Innovation Pilot model has been designed in collaboration with key stakeholders including CEO's and Senior Managers from the local NHS (see Appendix H letter of support), private care provider representation, Job Centre Plus, the Local Authorities, and the Local Enterprise Partnership (LEP), who have all committed to support this project (see Appendix A). Through this partnership the pilot will help meet local recruitment and skills needs at the same time as improving progression outcomes for workers.

Governance for this programme will sit with the Cambridgeshire and Peterborough Health and Care Local Work Force Action Board, with informing lines to Authorities' Health and Wellbeing bodies, and a multi-agency group (including employers) handling the operational management of the pilot. **The newly formed Combined Authority will hold ultimate accountability for the Pilot.**

The local Jobcentre Plus (JCP) will play an important role in its delivery consisting of referrals on to the programme, recommendations on delivery and by being a key stakeholder in the programme steering group. Their knowledge and expertise around the client group will be invaluable in ensuring the referral of individuals to the programme and will be carried out in the best interests of the individual and therefore giving the greatest chance of success and progression.

This model will support people into jobs with better pay and career prospects whilst meeting challenging employer recruitment needs.

The project will:

- Support in-work progression in the health sector for those currently employed in the sector; and, for those outside the sector to gain work and a career pathway in the health and care sector;
- Deliver an individualised tailored programme that will maximise the apprenticeship levy and funding;
- Be co-designed with employers for sector specific training;
- Deliver on the basic skills agenda and give work experience visits;
- Seek to remove barriers by providing wrap around and post-employment support / career guidance;

- Seek to influence employer practice around recruitment and staff development to help improve retention of staff;
- Support individuals to have career and social mobility
- Deliver a skilled workforce and help to meet the recruitment needs of the health and care sector.

This Innovation Pilot will also provide robust evidence on an initiative to support better career and pay progression in the health and social care sector. The model will open-up progression opportunities not just for the unemployed but also for low-paid workers on benefits by building a new partnership model between employment services and the health and care sector; in doing so it will help grow the local skills base. This will help to inform and drive future employment policy.

The creation of a Combined Authority alongside the introduction of Universal Credit, and the uncertain future of immigration policy, presents a timely opportunity for this Innovation Pilot to help reduce the reliance on work related benefits and address current and future workforce demands in the local health and care sector.

The success of this pilot will be seeing an increase in applications for roles in the health sector and care sector, more vacancies being filled and more people gaining access to career and pay pathways therefore reducing their reliance on benefits.

The ask of this business case is for £5.2m, giving an average cost per client to the Innovation Pilot of £2,482.

The benefits this will bring to central government are:

- Reduced reliance on benefits;
- A growth of circa 600 apprenticeships in the area;
- A robustly evaluated model of a sector-focused career programme;
- Over a 10-year period the public sector will directly gain £2,268,633.72 more in fiscal benefits.
- For every £1 the public sector spends on this project it will see a return of £1.33, a net benefit of 33%.
- The Net Present Public Value attached to this pilot of £20,392,586.05.

Benefit Cost Ratios related to the programme funding of:

- Total net present benefits / Net present costs related to funding for the pilot = 7.13
- Total net present fiscal benefits / Net present costs related to funding to the pilot = 1.80
- Total net present public benefits / Net present costs related to funding to the pilot = 5.33



Pat Carrington
Assistant Director Skills and Employment
Peterborough City Council



Julia Nix
District Manager for the East Anglia
Jobcentre Plus

INTRODUCTION

Socio-demographics

Cambridgeshire consists of two upper tier Local Authorities, Cambridgeshire County Council and Peterborough City Council, with 5 District Councils. The area has two Cities, Cambridge and Peterborough, and a large expanse of rural area with towns and villages. Across the Combined Authority area, the population is growing and forecast to continue to grow at a significant rate. In Cambridgeshire, there is a forecast population growth of 22% of 15-19 year olds and 9.5% of 20-64 year olds by 2031. Peterborough was the second fastest growing city in the UK in 2015 and has seen an 18% rise in those of working age (25+) in the last 5 years, with a forecast growth by 2031 of 23.5% of 15-19 year olds and 6.9% of 20-64 year olds. (ONS Mid-Year Estimates 2016)

Across the Combined Authority area there is comparatively low unemployment, but within the area there are also areas of significant deprivation. Critically many residents are also working in low skilled and low paid jobs (Corlett, 2016). In Cambridgeshire, unemployment varies from 3.7% in Fenland to 2.4% in South Cambridgeshire and in Peterborough it is 4.3%. In 2015, Cambridgeshire had 16 Lower Super Output Areas (LSOA) in the 20% most deprived nationally (compared to 9 in 2010) (Cambridgeshire County Council, 2015). In Peterborough, 34% of people live in the 20% most deprived areas in England, significantly higher than the national average, 18 LSOAs in Peterborough are in the top 10% most deprived areas in England (Department for Communities and Local Government 2015).

Economic and workforce analysis

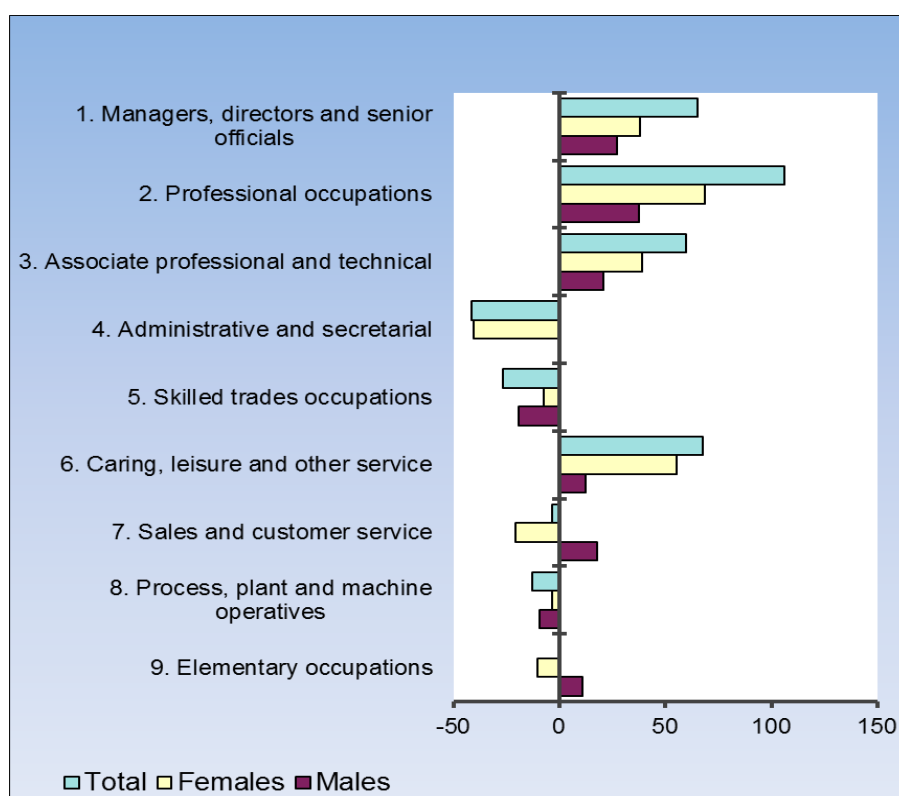
Employment projections from UKCES-funded Working Futures projections (2015) give a detailed assessment of the potential workforce needs for the East of England region for the period 2012-2022. Table 1 shows percentage growth in six broad sectors as follows:

Table 1: Projected change in industry sectors: 2012-2022, East of England (UKCES 2015)

	% growth per annum
Primary sector and utilities (incl. agriculture)	- 0.6%
Manufacturing (incl. food production)	- 0.9%
Construction	+ 1.9%
Trade, accommodation and transport	+ 0.7%
Business and other services (incl. digital and financial services)	+ 1.2%
Non-market services (incl. public sector, health and social work)	+ 0.6%

Overall employment in the region is projected to remain fairly static with a small increase in part-time work (by 1 per cent). The 'Primary sector and Utilities' and 'Manufacturing' sectors are predicted to decline in workforce needs. These are sectors that have traditionally been of importance locally. On the other hand, some growth is expected across other sectors. This includes growth in non-market services (including health and social work).

Figure 1: Forecast changes in occupational status in the East of England between 2012 and 2022 (UKCES 2015):



The projected occupational changes (Figure 1) show a strong increase in demand for those in professional occupations, those working in an associate professional and technical role, and employees with a caring, leisure or other service role. There will also be strong demand for additional managers, directors and senior officials. The region will however need fewer people overall working in administrative and secretarial roles, fewer skilled tradespeople, and fewer working as process, plant and machine operatives.

For employment by skill level, there is projected to be a strong increase in demand for people with higher-level qualifications, including those with post-graduate qualifications (Table 2). Those with no or low-level qualifications will be likely to find themselves restricted to a narrower range of employment opportunities.

Table 2: Projected qualification demand from 2012-2022 (UKCES 2015)

Qualification level	Percentage share		Forecast percentage change
	2012 actual	2022 projection	
QCF 7-8 (post-grad)	9.1	14.6	+ 73.6%
QCF 4-6	27.6	33.1	+ 29.1%
QCF 3 (A levels)	19.9	17.6	- 5.0%
QCF 2 (GCSEs)	22.1	19.9	- 3.3%
QCF 1	15.2	11.3	- 20.3%
No qualification	6.1	3.5	- 38.4%

This demonstrates a need to upskill and develop the workforce in the Combined Authority area to ensure long term sustainable employment. This will give clear routes to skilled employment that will act as 'pipelines' for recruiting workers at all levels of skill.

Current Vacancies

At the level of the Local Enterprise Partnership the data shows that during 2016, the industry with the largest number of job vacancies were in the Human, Health and Social Work sector (Burning Glass International, 2017). This sector had some 13,871 jobs advertised. This sector includes 'nursing, care worker and home carers', and 'medical practitioners'. These local figures highlight the large ongoing recruitment needs of the target sector of the Innovation Pilot.

The top employer for advertised vacancies was the NHS and we also have one of the most compromised health economies in England, and our Sustainability and Transformation Plans recognises that we have some significant challenges. Within devolution, part of our commitment is to public sector reform, which includes the health and care sectors. In order to build a better system, we have to ensure that we have the basics right, that is, enough trained, motivated and skilled permanent staff to help us build that.

There are however challenges locally in recruiting into the Health and Care sector. It is very difficult for employers to recruit care staff and as such, existing staff are held on to and not developed to progress either further into the care sector or to move into the health sector. This stops the development of a natural 'pipeline' of staff that enter and move through the care sector onto the health sector.

In order to address these current issues, there needs to be a programme that supports the health and care sector in a way that current local and central government policy doesn't. This also aligns to the policy intent for closer integration of health and social care. This programme will do this by taking a holistic approach to *create* a sector pipeline of recruitment and progression. The innovation will be in promoting and training people from outside and within the health and care sector simultaneously, including those trapped in low paid jobs with no/limited progression (outside the sector), and the unemployed (including those who do not recognise their significant skills and experience from being carers in their home life), whilst also developing those working in the health and care sector.

THE INNOVATION PILOT

There are 2 main aspects emerging from the local picture:

1. There are significant numbers of vacancies in the health and care sector and a shortage of skilled staff to fill these vacancies.
2. There are significant numbers of people trapped in low paid jobs with no clearly defined route into improved pay and career progression, some of whom, may not realise the relevant skills they already have to fulfil these roles.

Therefore, there is a need to train and support those in lower paid work and by doing this, not only will it deliver on some of the social outcomes that we need to address locally (for example, help reduce poverty, increase social mobility, reduce reliance on benefits and increase individuals' social capital) but it will give added value to employers by supporting the improvement of the health and care workforce.

All of this, coupled with unemployment across the Combined Authority further evidences the need to carry out an Innovation Pilot to support career and pay progression for those in receipt of in-work benefits.

A Sector Based Approach: Progression in health and social care

An important element of the model for the Innovation Pilot is to develop a sector-focused model for progression which supports better outcomes for low-paid workers and the unemployed while addressing a labour market need.

In the report *Supporting Progression in Growth Sectors*, Sissons, *et al* (2016), review the international evidence on in-work progression in growth sectors. They conclude that although there is relatively little evidence relating to programmes that have targeted in-work progression, of the robust evidence there is, this "points to a potential benefit of a sector based approach" (2016:3).

One of the main growth sectors for the Combined Authority area is healthcare and caring (with greater alignment between these also being developed given the increased emphasis on integration between health and social care). With the current and projected number of vacant positions in healthcare and caring, this Innovation Pilot proposes to deliver an initiative that supports career and pay progression for those in receipt of benefits. It will do so by facilitating access and progression through healthcare careers. This approach will look to support those already in the sector to progress within it, and also seek to attract those from outside the sector to progress to careers in the health and care system. It will also support the aspirations in the Government policy for health and care integration – training more care workers to deliver high-quality care, including an ambition to double the national number of care apprenticeships to 100,000 by 2017 (Department of Health 2015).

There is a need to ensure that the local workforce is grown from the communities within our area, reducing the need to recruit from overseas for the health and care sector, whilst also taking advantage of the diverse language and cultural capital that already resides across the region, as stated in the Caring for our Future reforms (Department of Health 2015). One of the pressing challenges is attracting new people into the care sector. This means that current employers, especially private care providers, do not develop their staff to progress as they are unable to replace the good staff thereby stopping a natural work and pay progression route to develop.

With the evidence shown above, the timeliness and relevance of this pilot resides in its dual aims to upskill the local workforce to meet current and future work force demands, and to reduce the reliance on work related benefits.

Developing the Model

In the designing of the model we have been able to take aspects that appear to have been successful in other programmes (as reported in Sissons *et al*, 2016), and align these to the local context in order to develop an Innovation Pilot that has the greatest opportunity to be successful in its outcomes and impact. This includes learning from the design of models focused on health and care (Sissons *et al*, 2016), that have been evaluated through Randomised Control Trials, and which seem to achieve positive results (Maguire *et al*, 2010; Hendra *et al*, 2016); as well as other robust evaluation methods (Gasper and Henderson, 2014). The model suggested here therefore builds from the existing evidence base.

It is recognized employers must play a leading role in this programme for it to be effective (Sissons *et al* 2016) and it has been co-designed in conjunction with local stakeholders from across the health and care sector. A stakeholder group consisting of CEOs and Senior Managers from key partners has been involved in developing the approach. Full details shown in Appendix A, but stakeholders involved have included:

- Cambridgeshire Community Services NHS Trust, with a view to rapidly rolling out to all NHS provider organisations. (see Appendix H letter of support);
- Shadow Combined Authority of Greater Cambridgeshire and Peterborough;
- Fenland District Council;
- Huntingdon District Council;
- Cambridgeshire County Council;
- Peterborough City Council;
- JCP for the East of England;
- Department of Work and Pensions;
- Greater Cambridgeshire and Greater Peterborough Local Enterprise Partnership;
- Cambridgeshire and Peterborough Work Based Learning Provider Network;
- Health Education East of England;
- Cross Keys Homes (Representing the Private Care Sector).

The input of employers at design and delivery stages will allow “employers, working with expert education professionals, to set the standards; (defining) the skills, knowledge and behaviours required for skilled employment” (Department for Business Innovation and Skills, Department for Education 2016:12). Employer inputs of labour market information and intelligence, including recruitment needs, allow for the programme to be tailored to local needs.

The Health and Care Sector Work Progression Academy

The Health and Care Sector Work Progression Academy will consist of a single intervention, in two parts, to ensure delivery meets each type of need. The first part will support those outside the sector to gain work and a career pathway in the health and care sector. The second part will support in-work progression in the health and care sector for those already employed in the sector. The model covers work in the care sector and the health sector both in public and private employers.

The model consists of:

1. Recruitment;
2. Delivery; and
3. Progression.

This structure will enable a robust progression career pathway to deliver and support key themes and pathways in the following areas:

- Domiciliary
- Residential and nursing market (health care assistants through to generalist nursing)

This will integrate with a longer term pathway of training through to community / acute hospital and children's nursing throughout Cambridgeshire and Peterborough.

There is an interdependency between the two parts of the model as a pipeline needs to be created that works across the whole of the Care and Health sector, as one of the main barriers to progression in the health and care sector is that employers, particularly in the care sector, don't prioritise progression because they cannot be sure of the pipeline of employees. If we were only to recruit and develop those from within the sector, we would cause a labour shortage in the lower level jobs. Employers, especially from the care sector, would be less likely to support the pilot as it would cause further staffing and recruitment issues.

The second consideration with this model, is when recruiting from outside the sector to do it from the widest possible base so as to ensure we do not create a staff shortage in other sectors of the local workforce.

Therefore, we will look to target those in low paid jobs with no real career prospects, or who need to change roles due to their personal situation, as well as those that are unemployed (including those that are carers in their home life, who will have skills already relevant to the sector).

From outside the sector, it is designed to bring people into the sector from low paid jobs with no progression opportunities or that are unwaged or unemployed, to fill the shortage at the lower skilled jobs. This would give individuals the opportunity to move into work that gives opportunities for progression and long term sustainable careers. Therefore, this part supports entry into the sector with progression and the part for those from inside the sector gives in-work progression for those already employed, thus creating a sustainable, skilled pipeline of employees.

Both routes can start at different levels with the pathways developed to allow long-term progression as far as degree level. This will be part of a wider, overarching local strategy as the desired outcomes will be in the medium term and beyond the project timescale. This local health and care workforce strategy will not just look at adults but also maximise the participation of 16-24 year olds in education, training and work and supports the development of progressive routeways to jobs and apprenticeships (Department for Business Innovation and Skills, Department for Work and Pensions 2011).

Both parts will encompass 3 key stands, shown below but will use differing delivery methods for the reasons covered elsewhere in this business case.

1. Skills training:
 - a. sector specific, co-designed with employers from across the health and care sector;
 - b. basic skills (where necessary) contextualised to the sector.
2. Careers advice / coaching / Post-employment support.
3. Wrap around support – to remove the barriers to accessing the programme, ie child care and transport.

The programs will recruit from those in receipt of in-work and out-of-work benefits, including the new Universal Credit (UC) which is being rolled out across the area. Recruiting from these cohorts will allow a suitably sized group from which to recruit and better serve to identify a comparative group to evaluate the success of the pilot against.

We will look to recruit 1,050 people a year onto the program, giving 2,100 starts over a 2-year recruitment window, with delivery able to continue for a following year and 1 day (to ensure we fully maximize the apprenticeship route). These numbers for delivery are based on the extent of the local need, the ability to deliver and to ensure the size is significant enough to give robust evaluation data.

The Local JCP Role

The local Jobcentre Plus (JCP) have played a key role in the designing of this Innovation Pilot and they will continue to play an important role in its delivery. This will mainly consist of referrals on to the programme, recommendations on delivery (especially in terms of location) and being a key stakeholder in the programme steering group. Their knowledge and expertise around the client group will be invaluable in ensuring the referral of individuals to the programme will be carried out in the best interests of the individual and therefore giving the greatest chance of success and progression.

The JCP District Manager for the East Anglia is fully supportive of, and has been involved in the development, of this model. Discussions thus far have recognised that the role of the Local JCP in this pilot can be embedded into the current job function and would not require any additional resource.

The Employer Role

Local employers will play a key role in the design, delivery and implementation of the model and their contribution will be key. This will consist of 4 main aspects:

1. The co-designing of the delivery model and material to ensure that the programme delivery reflects the requirements of the business and the sector, therefore giving individuals the best opportunity to progress into a career in health and care.
2. To offer work experience opportunities, workplace visits and supply guest speakers to the programme.
3. To identify and support their own staff for the programme and commit to interview those from outside the sector that successfully complete the programme.
4. Drawing down of their levy (where appropriate) to pay for the apprenticeship delivery model and where they are not a levy paying organisation, that they commit to pay the employer contribution of the apprenticeship delivery.

By engaging with employers throughout the programme design and delivery, it will also serve to address the issue, especially in the private sector, of employers not supporting staff development to avoid losing good staff that will be very hard to replace. Their engagement in this model, will ensure they can see and are part of a clear route for new people to join the sector that will refresh the pipeline of good quality, trained staff.

Delivery for those from outside the sector

This is focused on supporting entry and progression in the sector for those coming from outside the health and care sector. This section of the programme is key to ensuring a pipeline of new staff move into the sector (i.e 'backfilling') to replace those that are progressing into new roles within the sector.

Access to this training and support will be available to those that are unemployed, on benefits, in no pay or low paid jobs. In the locality there are a significant numbers of people working in low paid jobs with no real prospects of career or pay progression or even stability, or example on zero hour contracts. Although moving into the care sector may not immediately improve their pay significantly, it will give them a career pathway in

health and care, therefore improving their long term pay prospects. This section of the model will also build on the skills of those that may have been or are carers in their home life, as it builds on strengths and skills they already have (see case studies in Appendix B).

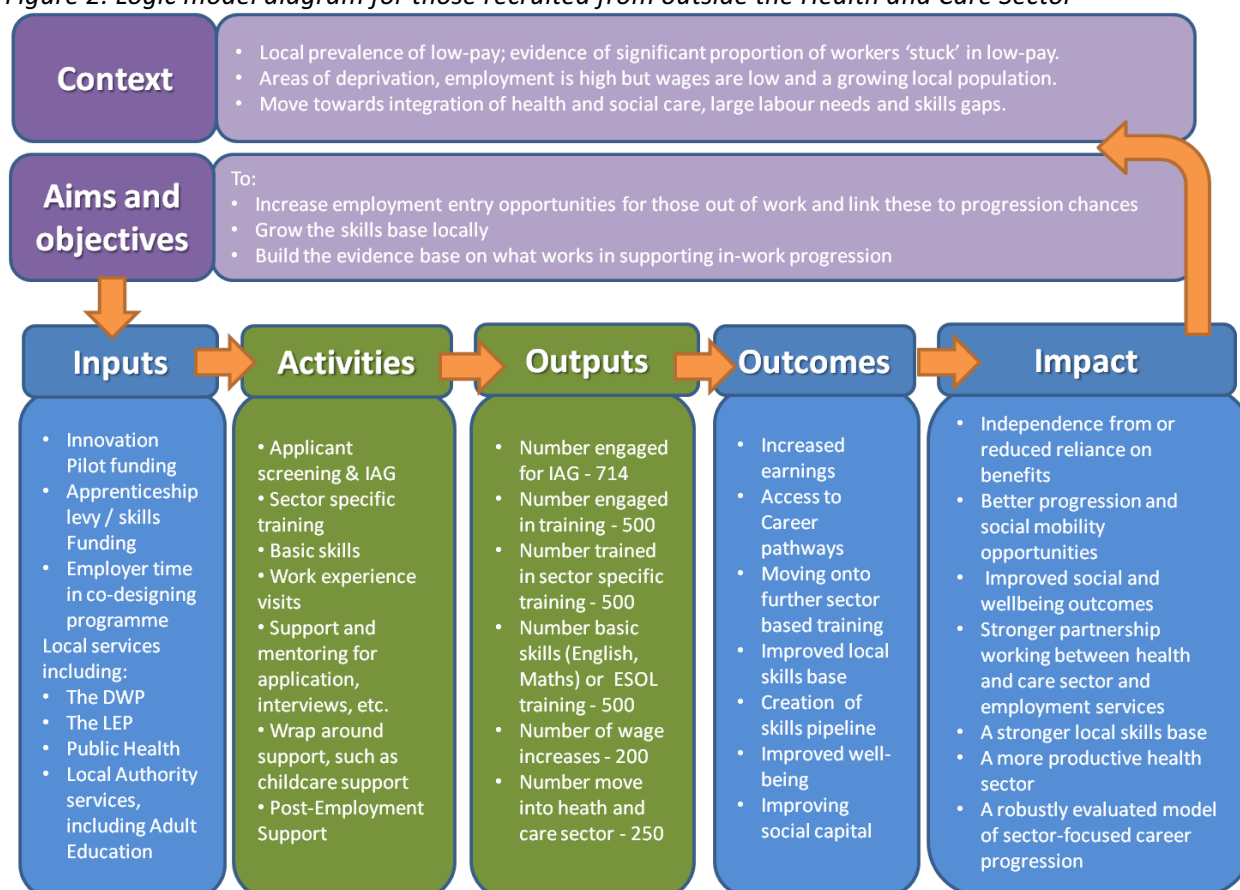
A key aspect of this part of the model will be around removing the barriers that could restrict an individual's ability to engage in the programme. These barriers include such things as childcare to allow attendance on the programme. Where an individual is eligible for this under the DWP then this will be used. However, this will not be the case for all. In this case, there could be a need to pay for some child care and some flexible funding will need to be allocated for this. Another barrier is transport, especially in rural localities. In order to remove these barriers, access to a bursary will be available on request and by application.

In addition to this, consideration will be given to the timing of programme delivery, as a significant proportion of the targeted cohort will already be working in low paid jobs and will not be available during the day. To meet this need, delivery of this part of the model will be outside of core working hours, locality based and will look to support those working on shifts.

Figure 1 provides a logic model of the proposed approach. An important point is that it is likely these participants will not have prior knowledge of the sector and will need to gain an understanding of it, especially around the language used and legislation that applies. Finally, it will be essential (in order to ensure progression) that robust Information, Advice and Guidance (IAG) is made available to participants.

Worker needs and sector needs- The logic model below is designed to give the rationale for the Innovation Pilot and illustrate the delivery and outcomes. It shows how the model aligns with the labour market needs and skills gap to the development and integration of the individuals, which will also improve individuals' social and economic wellbeing.

Figure 2: Logic model diagram for those recruited from outside the Health and Care Sector



Recruitment - We will look to recruit through a variety of methods including referrals via:

- Self-referral
- DWP
- Health & Social Care Services (eg GPs, Social workers)
- Voluntary sector

Key to this success will be the targeting of those that are unemployed, in no pay or in low skilled, low paid jobs who may benefit from more sustainable career opportunities offered by the programme.

Promotional material will be developed that will show what the programme will offer and promote the idea of a career pathway into health and care that will give sustainable work opportunities and job quality.

This part of the model will recruit from those in receipt of in work or out of work benefit.

Delivery - As those entering the programme will be from outside the sector, it is anticipated there will a number of participants that work in low paid and low skilled jobs from other sectors. Therefore, delivery for this part of the model will be flexible including classes outside of core areas and times supporting those on shift work. The training will be taken to the localities to further reduce barriers.

The delivery will incorporate:

- Applicant screening to provide the appropriate programme;
- Sector specific training that will be co designed with the employers, including an induction into the health and care sector, and where appropriate cover mandatory training aspects for example the mandatory care certificate;
- Basic skills including, where needed maths, English and English as a Second or Other Language (ESOL) contextualised to the sector;
- Work experience visits;
- Support and mentoring - matching to vacancies giving support in finding (from partners and more widely) relevant opportunities and then supporting with the application process;
- Wrap around support, such as childcare support;
- Post-employment support to ensure support and mentoring in the early stages of the employment.

It will also look to serve those that may not be UK citizens, that are qualified to work in the care and health sector but are unable to do so as they do not hold the appropriate ESOL qualification. In these cases, we will seek to deliver the appropriate ESOL qualification that will allow them to maximise their skill set and be employed in the sector.

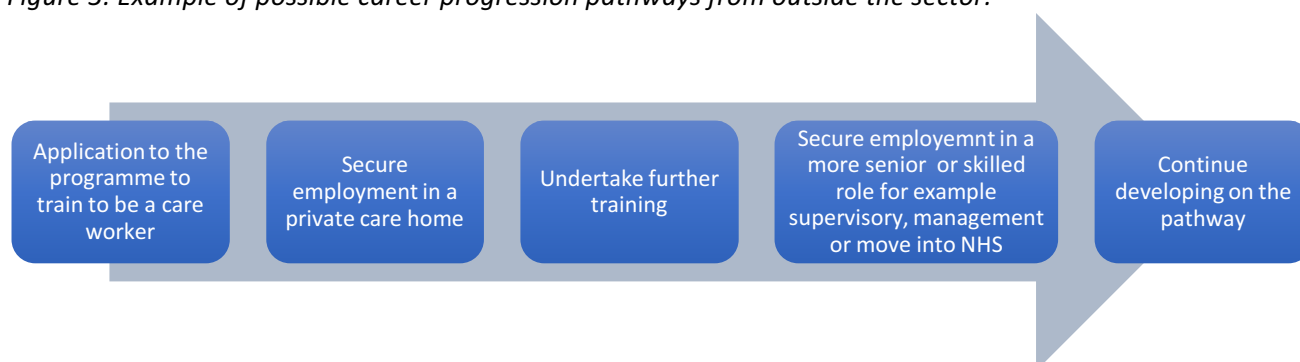
Service delivery – Timeframe

Applicant screening and IAG	2 weeks consisting of 1 IAG session and 1 follow-up session
Sector specific training including an induction into the health and care sector, and where appropriate cover mandatory training and basic skills including, where needed maths, English and English as a Second or Other Language (ESOL) contextualised to the sector;	20 weeks.
Work experience visits;	Inclusive of the 20-week delivery above.

Support and mentoring - matching to vacancies giving support in finding (from partners and more widely) relevant opportunities and then supporting with the application process;	Inclusive of the 20-week delivery above, specifically focusing on the end of the programme.
Post-employment support to ensure support and mentoring in the early stages of the employment.	For up to 4 months following completion of the programme.

Progression - For those undertaking the programme from outside the sector, progression will be to work in the sector. Post-employment support will be provided to give a level of support and guidance in the new role to give the best chance of success and sustained work (figure 3).

Figure 3: Example of possible career progression pathways from outside the sector:



Progression is defined in the following ways:

Type of progression	Outcome / Impact from programme
Ability to apply for roles in the health sector	By being able to meet the criteria for application through the acquisition of new skills and confidence.
Gaining a job in the health and care sector and gaining access to career pathways	Starting a career pathway giving better progression and social mobility opportunities and moving towards independence from or reduced reliance on benefits.
Volunteering in the health and care sector.	Gaining valuable work experience for future applications to work in the sector, moving towards a career pathway in the health and care sector.
Moving onto further sector based training	Enrolling on a further course, in order to further improve prospects.

Delivery for those already employed in the sector

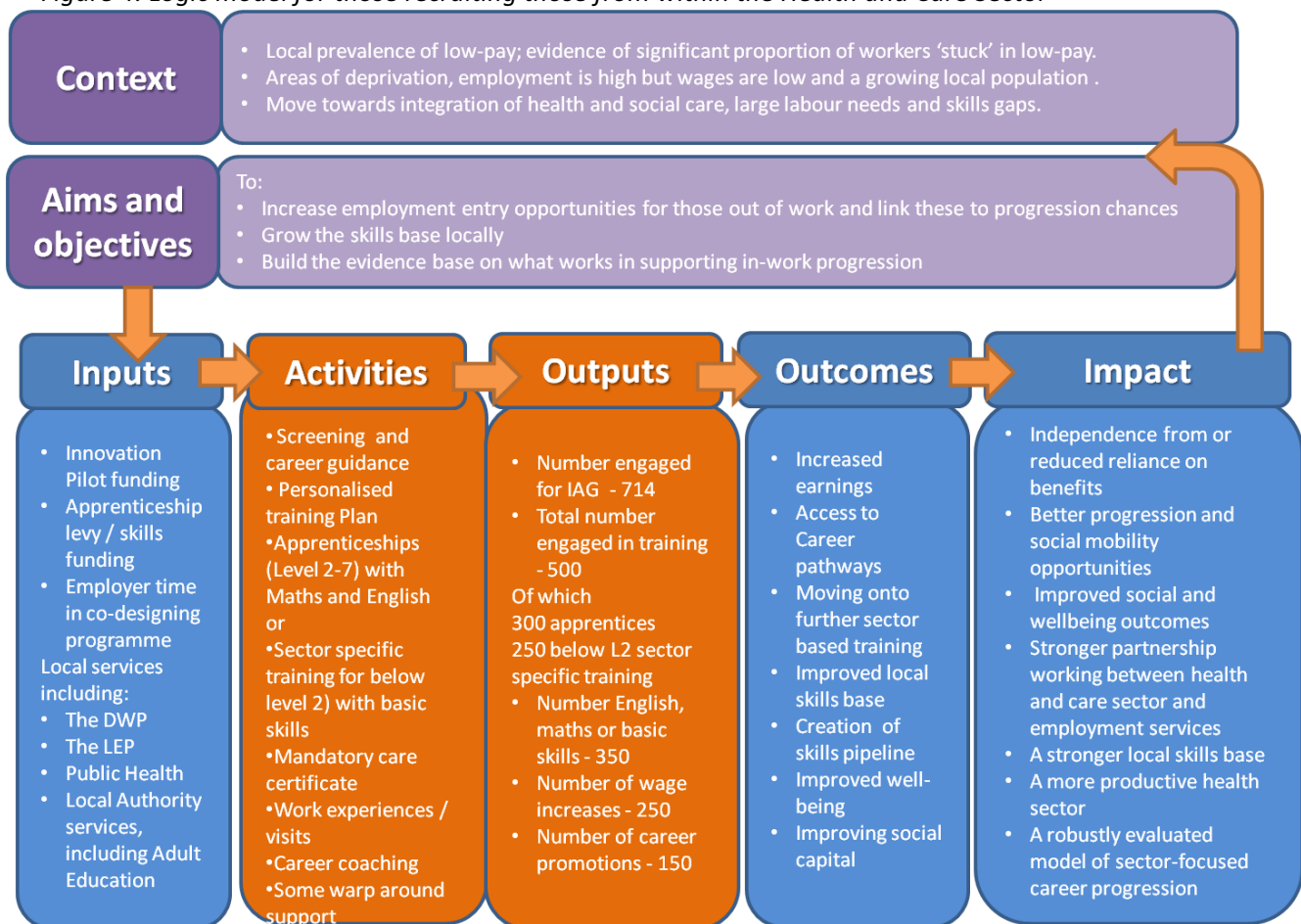
This is designed to support in-work progression in the health and care sector for those already employed in the sector.

For those recruited on to the programme, see figure 2 below:

- The programme, where appropriate will be delivered on the job and maximise the apprenticeship route.
- There will be an assumed knowledge of the sector specific language and working practices.

Worker needs and sector needs - The logic model below is designed to give the rationale to the Innovation Pilot and this section that is for those already employed within the Health and Care Sector. It shows how this part of the model aligns the labour market needs and skills gap of the sector to the development of the individuals currently working with the sector, moving them onto further position and helping to create a pipeline for recruitment.

Figure 4: Logic model for those recruiting those from within the Health and Care Sector



Recruitment - Employers will be able to refer on to the programme, as part of an expected progression plan. This has been identified as a viable recruitment strategy, based on representation from the private care sector who reported employers would comfortable developing and releasing staff onto further training and employment, knowing that there was a pipeline of new recruits entering the sector. We will also look to recruit from promoting within employers through recruitment campaigns and road shows.

Within the recruitment process, screening will be undertaken. This will function to ensure participants are matched to provision at a relevant level, and that they are likely to have the capabilities needed to undertake this training activities and benefit from the programme. The screening also functions to establish career goals

and needs at the beginning of their engagement with the programme. This draws on existing evidence on good practice (Tessler, 2013; Sissons, *et al*, 2016).

This part of the model will recruit from those on work related benefits of Universal Credit and Job Seekers Allowance.

Delivery – For those already employed in the sector, delivery will be both in the workplace and outside (for the more generic aspects). Employer engagement will play a critical role and this part of the model looks to work with employers and their staff, providing structured training to meet progression needs. This will also allow for innovations in using a blended learning approach.

The delivery will incorporate:

- Developing a personalised training plan through:
 - Applicant screening to provide the appropriate programme;
 - Career guidance;
 - Identify skills and qualification gap;
 - Identify support and next steps;
- Apprenticeships (level 2-7) which include, as required, English and maths;
- For those below level 2, sector specific training, which will be co-designed with the employers and where appropriate cover mandatory training aspects for example the mandatory care certificate;
- Basic skills, including, where needed maths, English and ESOL contextualised to the sector;
- Work experiences / visits;
- Career coaching.

Where we are engaging with employers to deliver the apprenticeship section, large employers who are eligible to pay the apprenticeship levy will be able to use this levy to fund the apprenticeship delivery, therefore reinvesting their payment back into their workforce. For those employers who sit outside the apprenticeship levy, then we will be able to access apprenticeship money to pay 90% of the apprenticeship delivery costs for them, leaving the employer with only 10% contribution to be made to the delivery of the training to their staff. In short, as the larger employers will be paying into the Apprentice Levy, this part of the model ensures they see a return on that investment beneficial to them, and the sector. For the smaller employers, this part of the model will allow them to access a central pot of funding to upskill their workforce, for only a small investment.

NHS Partners have suggested exploring and considering, as part of this pilot, an innovative approach to address the restrictions caused by job banding within the NHS. There is currently a very strict pay progression route that is related to the posts within the NHS. By investigating the introduction of paying trainees/participants to take on sector related training roles as part of the in-sector training part, this barrier could be reduced.

The model also plans to give further added value to the sector in the way in which it will help to support the development of management practice whether that be, as covered above, discussing the introduction of trainee roles in the NHS, or helping to address issues in HR practices common to parts of the private sector which act as barriers to progression. It seeks to influence and change mindsets about whom to recruit and how to develop staff.

Service delivery – Timeframe

For those undertaking the apprenticeship section of the model

Development of personalised training plan	2 weeks consisting of 1 IAG session and 1 follow-up session
-------------------------------------------	-------------------------------------------------------------

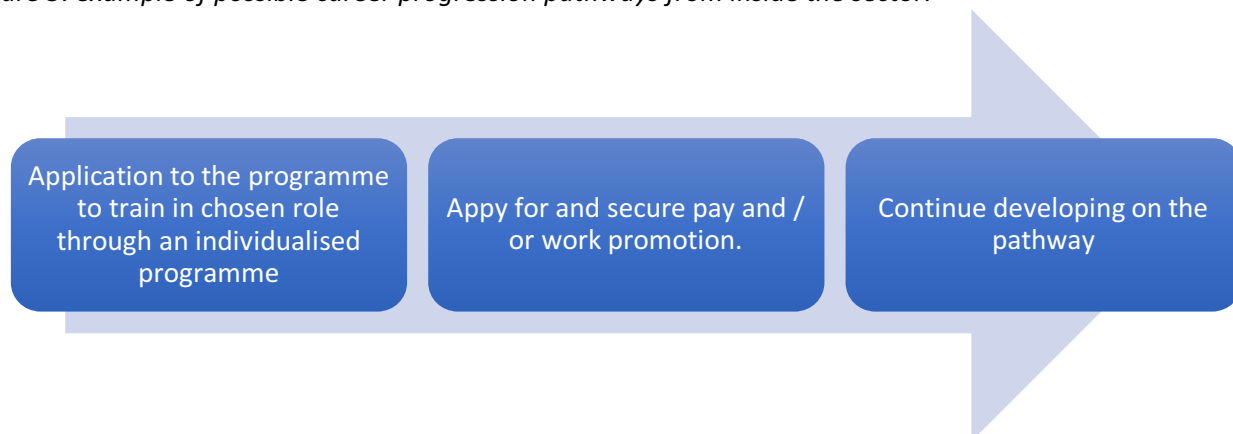
Apprenticeship delivery (including Maths and English as appropriate)	Minimum of 1 year and 1 day, dependent on the level being studied.
Career coaching	Continuous through the programme and three months following completion.

For those undertaking the below level 2 section of the model

Development of personalised training plan	2 weeks consisting of 1 IAG session and 1 follow-up session
Sector specific training, including mandatory training aspects and basic skills, including, where needed maths, English and ESOL contextualised to the sector	15 weeks
Career coaching	Continuous through the programme and three months following completion.

Progression - For those in the sector, progression will be improved career prospects, improved pay and recruiting successful candidates back into the programme as mentors (Figure 5)

Figure 5: example of possible career progression pathways from inside the sector:



Progression is defined in the following ways:

Type of Progression	Outcome / Impact from Programme
The ability to apply for new roles in the health sector	By being able to meet the criteria for application through the acquisition of new skills and confidence.
Gaining a job in the health and care sector and gaining access to career pathways	Starting a career pathway giving better progression and social mobility opportunities and moving towards independence from or reduced reliance on benefits.
Work experience in a new role in the health and care sector.	Gaining valuable work experience for future applications to work in the sector, moving towards a new career pathway in the health and care sector
Increased earnings	Independence from or reduced reliance on benefits.
Moving onto further sector based training	Enrolling on a further course, in order to further improve prospects.

It is important to reiterate and note that there is a barrier to application for new roles within the NHS linked to the banding and a very strict pay progression route. In order to progress to further bands, staff need to meet the appropriate criteria and qualifications. Working with the Chief Executive of Cambridgeshire Community Services NHS Trust, this unique model will challenge the traditional pay and work progression routes in the NHS, by exploring the introduction of paying trainee/participants to take on sector related training roles.

Outcomes and Impact

The projected impact of this initiative will be to see an increase in pay and career progression for those participating in the programme. It is expected to see 80% retention for those engaged in the programme.

Table 3: Intended outcomes and impact of the Innovation Pilot

Outcomes	Impact
Increased earnings	Independence from or reduced reliance on benefits.
Access to career pathways	Better progression and social mobility opportunities. For example, a new job role or engaged in the recruitment process.
Moving onto further sector based training	Enrolling on and completion of a further course (which may not have been completed by the end of this pilot). A more productive health sector.
Improved local skills base	A stronger local skills base.
Creation of skills pipeline	Stronger partnership working between health and care sector and employment services.
Improved well-being	Improved social and wellbeing outcomes.
Improving social capital	The ability to create relationships and connections and therefore building networks to support employment success.
Robustly evaluated pilot programme	A robustly evaluated model of sector-focused career progression.

In addition, it will form part of a wider strategy to develop the local health and care workforce across all levels. The strategy is to be developed by the Health and Care Local Workforce Action Board, enabling long term sustainability.

Programme Management and Delivery

With the high level of buy in and number of key stakeholders involved, this programme will benefit from being managed and delivered from within the Authority with specialist areas sub-contracted. The Local Authorities have recognized strengths in these areas (Ofsted, 2016 and 2017) and it will allow for the facilitation of a mixed strategy approach. There is also an infrastructure and expertise within the Local

Authorities for direct delivery and the sub-contracting of provision. In addition, both authorities hold the MATRIX award for impartial information, advice and guidance and the quality of this work has been ratified by Ofsted inspection reports (2011 & 2016).

Therefore, there is no payment model for this program as it is being delivered in-house as covered above. However, we will ensure we align the 6-month process evaluation to consider if this is the most effective approach, if initial analysis is unfavorable.

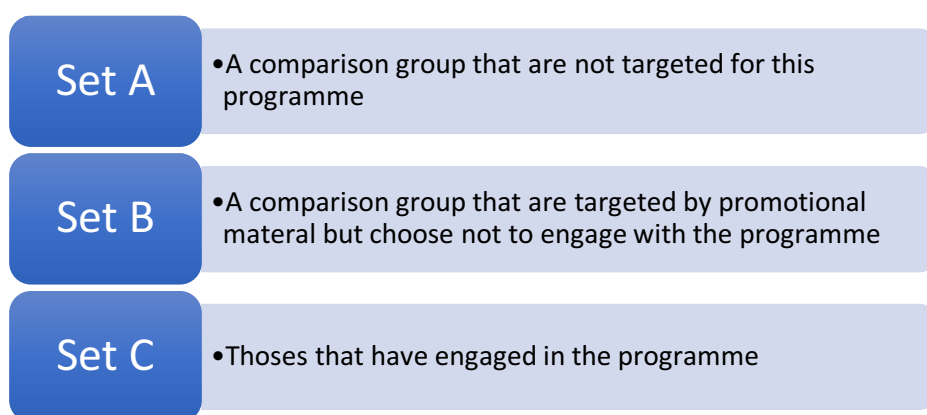
EVALUATION AND GOVERNANCE

Monitoring and Evaluation

Monitoring and evaluation of this pilot will be set up from the start and will continue throughout, with a process evaluation 6 months in; to check the different parts of the programme are functioning as expected. Following on from this, a yearly evaluation will take place, with a further evaluation a year after the programme to capture some longer-term effects.

The initiative will be subject to a robust evaluation with separate comparison groups identified for the model. Similar programmes have been effectively assessed using Propensity Score Matching methods (Gaspar and Henderson, 2014). However, the precise mechanics of the evaluation will be informed by ongoing discussion with the What Works Centre for Local Economic Growth. In initial discussion with the Director of the Centre (Prof Henry G. Overman), we have explored how 3 comparison groups could be identified for the evaluation of the programme (see Figure 6 below).

Figure 6: Possible comparison groups for evaluation



By setting up three comparator groups and collecting information on this, it will allow an evaluation that will identify the impact of the interventions of the programme. Prof Overman has offered to support the designing of this evaluation plan if needed.

A budget has also been assigned for expert technical support with evaluation.

Monitoring data and evaluation will be provided by the following:

Those outside of the sector

- In principle, data sharing with the Department for Work and Pensions (DWP) for the comparison group could be available based on current data arrangements for the 'Working Capital' pilot in London. This is currently being explored by the DWP.

- We will also apply for access to data from the Administrative Data Research Network who facilitate access to data for research and evaluation.

Those already in the sector

- NHS HR, subject to ethical requirements being met.
- Other businesses engaging in the programme.

Evaluation will begin at the start of the programme by collecting core information about participants to allow a baseline measure, and then an assessment of the individual's distance travelled whilst on and after the programme.

The West of England Combined Authority are also looking to run an in-work progression pilot. Their model will be very different to this one for Cambridgeshire and Peterborough. Cambridgeshire and Peterborough is a sector based approach for the Health and care sector, whilst the West Country will focus on a targeted community (Housing benefit). Of course each pilot will be based in a different geographical region (the west and the east). We have both however, committed to coming together to evaluate both models successes and share best practice.

Governance

Governance for this programme will sit with the Cambridgeshire and Peterborough Health and Care Local Work Force Action Board. This Board consists of senior people from across the Health and Care Sector, membership shown in Appendix C.

There will be a reporting line into the Authorities' Health and Wellbeing Board/Delivery Board and a Steering Group will be made up of key partners that have been engaged in and who are sponsoring this pilot (as shown in Appendix D). We also recognise that the newly-formed Combined Authority will hold ultimate accountability for the Pilot, and appropriate oversight will be established in due course.

Figure 7: Diagram of governance and for the Innovation Pilot

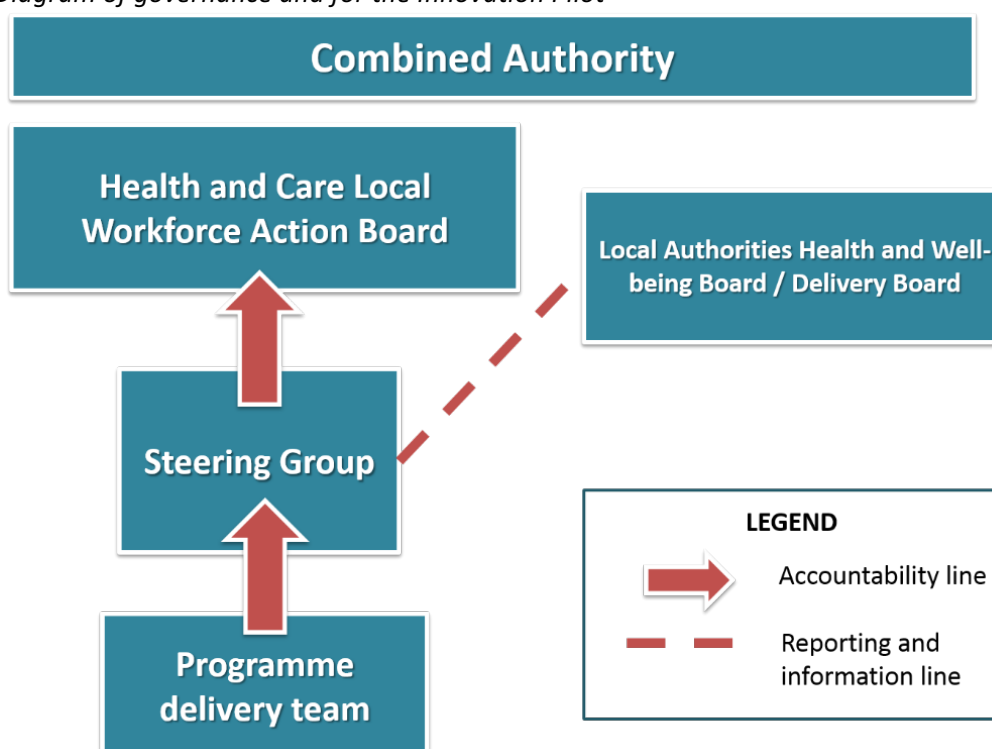


Table 4: Responsibilities and membership of Governance Bodies

Body	Responsibility	Membership
Combined Authority	Overarching accountability for all devolution activities.	Senior leaders and executives of the Combined Authority Area.
Health and Care Local Workforce Action Board	Governance to ensure integration with Local workforce needs and organisations.	Senior leaders from across the health and care sector (See Appendix C).
Local Authorities' Health and Well-being Board / Delivery Board	To hold a reporting line and inform/advise the project.	Multi-agency Senior leaders and officers from the Local Authority Areas.
Steering Group	Accountability for delivering the programme core objectives, ensuring quality and delivery within budget.	Senior leader and officers of key stakeholder group. (Appendix D)
Programme Delivery Team	Management of the day-to-day operations	Officers, managers, co-ordinators and programme deliverers.

SCALING UP OF THE MODEL

This model could be scaled up and be extended to other sectors that have low pay, low skilled employment and be developed into sustainable career and pay pathways, for example, the Childcare and Education Sector with a route from childcare into teaching.

COSTINGS

This Innovation Pilot is costed to carry out initial screening of 1428 potential participants to give total cohort starts of 1050 participants across both parts of the delivery models. The cost of this programme to the Innovation Pilot will be £2.606m but will draw down on other services and skills / apprenticeship interventions to a value of around £1.008m. This gives an average cost per client, to the Innovation Pilot of £2,482 and a total intervention average cost per client of £3,442, giving an added value per participant of £960 (see Table 4 below).

In addition to the Innovation Pilot funding and other interventions measured above, this model will also draw on a range of local services including:

- The DWP
- The LEP
- Local Authority services, including Adult Education

Table 5: Pilot costs

Item	Cost
Delivery Costs	£4,470,268.00
Overheads	£670,540.20
Evaluation and Audit	£70,000.00
Innovation Pilot Total Cost	£5,210,808.20
Cost per participant (Innovation Pilot Costs)	£2,481.34
In-kind contribution*	£2,007,388.00
Total Cost	£7,218,196.20
Cost per participant (Total Costs)	£3,437.24
Added value per participant	£955.90

Breakdown of costs provided in Appendix E

Delivery costs include all direct costs borne by the Delivery Team (see Figure 7 above).

Overheads, including management and administration, are set at 15% of the delivery costs as per programmes funded by SFA and other funders.

Evaluation and audit is a fixed cost based on expert advice and experience gained through similar programmes.

*In-kind contributions include:

- SFA payments for additional English and Maths skills;
- Employers drawing down apprenticeship levy;
- Employer contribution to apprenticeships (from non-levy paying employers);
- Free venue hire;
- Volunteer hours, eg health ambassador visits and board attendance;
- Employer time for visits, work experience and interviews;
- Partner agency time and resources;
- Board and Steering Group meetings, time and resources.

All costs are inclusive of a 15% optimism bias other than in-kind costs (excluding Employment and SFA costs which are known) which are inclusive of a 40% optimism bias.

Benefits

Benefit data was conservatively calculated using the NEM Unit Cost Database only for measures:

- Apprenticeship Level 2 qualification
- Apprenticeship Level 3 qualification
- Average cost of service provision for adults suffering from depression and/or anxiety disorders per person per year

No monetised benefits relating to increases in skills and income, or reductions in benefit payments, have been included for the 1,000 participants currently unemployed or working in low skilled jobs outside of the health sector or those 500 participants currently working within the sector and receiving pre-Level 2 training. Whilst no evidence can currently be found to support such calculation it is thought that the benefits accrued through these work streams would be significant from both fiscal and economic perspectives.

For those benefits that have been included, up-to-date information from existing, comparable initiatives has been used to calculate engagement, retention, completion and deadweight rates. The deadweight for completion of Level 2 and Level 3 Apprenticeships has been calculated using the percentage of 19-64 year olds completing each in 2014-15 across Cambridgeshire and Peterborough. The age range 19-64 has been selected because the focus of this programme is on individuals currently working or unemployed, as opposed to those pursuing an Apprenticeship as a continuation of their academic studies. In 2014, 0.5% of the Cambridgeshire and Peterborough population aged 19-64 completed a Level 2 Apprenticeship and 0.4% of this population group completed a Level 3 Apprenticeship (Department for Education and Skills Funding Agency 2017, Office for National Statistics 2016). These percentages have been used as deadweights and applied to the relevant cohorts when calculating fiscal and economic benefits.

Based on live statistics from current initiatives, and the Greater Manchester Working Well programme, it is assumed that 60% of participants will be experiencing mental health challenges, that the impact will be 75%, and that the deadweight associated with this cohort is 25%.

Cost Benefits Analysis

A Cost Benefit Analysis has been conducted over a 10 year modelling period. Discounting has been applied at 3.5% as prescribed by The Green Book (HM Treasury 2011).

The costs associated with Apprenticeships have been removed from the fiscal calculation as this is provided by the private sector via the Apprenticeship Levy, leaving only the cost to the public purse. The whole cost associated with Apprenticeships has been included in the public value calculations to account for opportunity costs.

Cost Benefit Analysis results are outlined in Table 6 over.

Table 6: Cost Benefit Analysis

Item	Finding
Net Present Value (Net Present Benefits - Net Present Total Costs)	£29,468,022
Payback (Point at which Net Present Fiscal Benefits > Net Present Fiscal Costs)	8 years
Net Present Budget Impact (Net Present Fiscal Costs - Net Present Fiscal Benefits)	-£2,268,633.72
Financial Return on Investment (Net Present Fiscal Benefits / Net Present Fiscal Costs)	1.33
Net Present Public Value (Net Present Public Benefits - Net Present Fiscal Costs)	£20,392,586.05

(See Appendices E-G for full CBA calculation tables).

The Net Present Value of this pilot has been calculated to be £29,468,022.00 over a 10 year period. That is to say that the economic and fiscal benefits realised as a result of this pilot, over a 10 year period, will outweigh the total costs of the pilot by £29,468,022.00 as calculated allowing for discounting over that period.

The Payback period (the point at which the fiscal benefits of the pilot outweigh the fiscal costs) will be 8 years.

Over a 10 year period the public sector will directly gain £2,268,633.72 more in fiscal benefits (via savings and taxation) than it spends on this project, allowing for discounting. This is known as the Net Present Budget Impact.

That means that for every £1 the public sector spends on this project it will see a return of £1.33, a net benefit of 33%.

Society at large will also experience economic benefits via growth in the local economy. When comparing these benefits to the fiscal costs it can be seen that there will be a Net Present Public Value attached to this pilot of £20,392,586.05.

When considering purely the public sector funding provided specifically for this pilot, i.e. without in-kind contributions, it can be seen that for every £1 invested in this programme there will be a return of £7.13 consisting of a £1.80 return to the public purse and a £5.33 benefit experienced but the local economy.

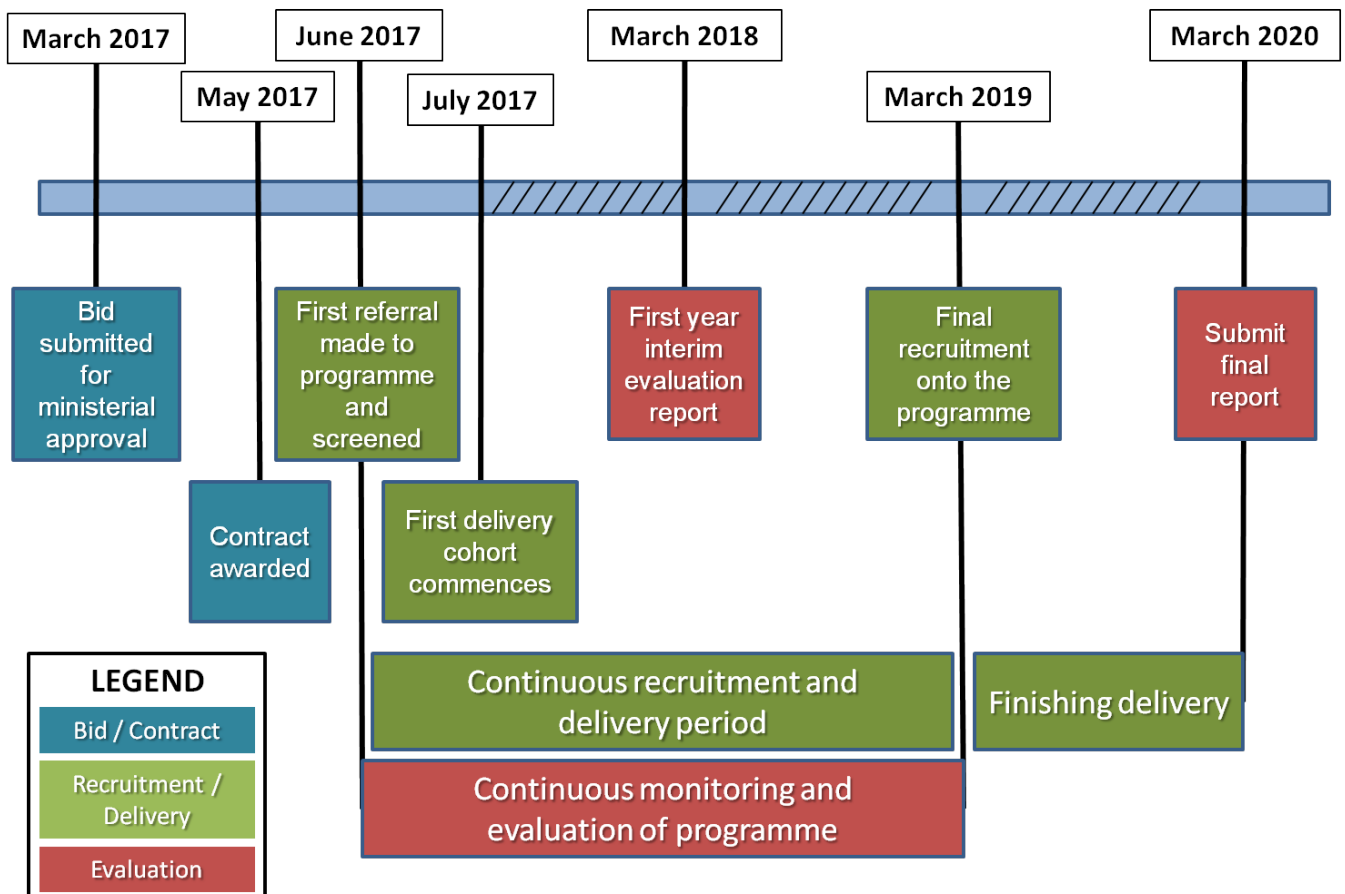
- Total net present benefits / Net present costs related to funding for the pilot = 7.13
- Total net present fiscal benefits / Net present costs related to funding for the pilot = 1.80
- Total net present public benefits / Net present costs related to funding for the pilot = 5.33

In addition, by the end of the pilot, 598 residents of Cambridgeshire and Peterborough will have achieved an Apprenticeship Level 2 or 3 who would not have done so, had this pilot not been in place (this is the number of participants expected to complete apprenticeships minus the associated deadweight).

TIMELINE

The timeline below (Figure 8) is proposed for delivery of this project. This time line is based on the assumption of ministerial decision being made in March and contract issued for delivery in May. This timeline can be expanded accordingly.

Figure 8: Timeline of Innovation Pilot (earliest case possible)



REFERENCES

Burning Glass International, 2017. Labour Insight Jobs. Accessed by the Local Enterprise Partnership on 16 January 2016.

Corlett, A. (2016) 'Paved with gold? Low pay and the National living Wage in Britain's cities' London: Resolution Foundation

Department for Business Innovation and Skills, Department for Education (2016) *Post-16 Skills Plan*. Available at: <https://www.gov.uk/government/publications/post-16-skills-plan-and-independent-report-on-technical-education> Accessed on 18 January 2017.

Department for Communities and Local Government (2015) *English indices of Multiple Deprivation Statistical release*. Available at: <https://www.gov.uk/government/statistics/english-indices-of-deprivation-2015> Accessed on 17 January 2017.

Department for Communities and Local Government (2015) *Indices of Deprivation 2015 explorer*. Available at: <http://dclgapps.communities.gov.uk/imd/idmap.html> Accessed on 17 January 2017.

Department for Education and Skills Funding Agency (2017) FE Data Library: Apprenticeships. Available at: <https://www.gov.uk/government/statistical-data-sets/fe-data-library-apprenticeships> Accessed on 17 February 2017.

Department of Health (2015) *Caring for our future: reforming care and support*. Available at: <https://www.gov.uk/government/publications/caring-for-our-future-reforming-care-and-support> Accessed on 18 January 2017.

Department for Business Innovation and Skills, Department for work and pensions (2011) *Building Engagement, Building Futures: Our Strategy to Maximise the Participation of 16-24 Year Olds in Education, Training and Work*. Available at: <https://www.gov.uk/government/publications/building-engagement-building-futures> Accessed on 18 January 2017.

Gasper, J. & Henderson, K. (2014). *Sector-Focused Career Centers Evaluation: Effects on Employment and Earnings After One Year*. New York: New York City Center for Economic Opportunity.

Hendra, R., Riccio, J., Dorsett, R., Greenberg, D., Knight, G., Phillips, J., Robins, P., Vegeris, S. & Walter, J. (2011). *Breaking the low-pay, no-pay cycle: Final evidence from the UK Employment Retention and Advancement (ERA) demonstration*. London: DWP. In Sissons, P., Green, A., & Lee, N. (2016). *Supporting progression in growth sectors: A review of the international evidence*. Wales: Public Policy Institute for Wales.

HM Treasury (2011) *The Green Book: Appraisal and Evaluation in Central Government*. London: TSO Available at: <https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government> Accessed on 25 January 2017.

HM Treasury, Public Service Transformation Network, New Economy (2014) *Supporting public service transformation: cost benefit analysis guidance for local partnerships*. HM Treasury. Available at: <https://www.gov.uk/government/publications/supporting-public-service-transformation-cost-benefit-analysis-guidance-for-local-partnerships> Accessed on 16 January 2017.

Maguire, S., Freely, J., Clymer, C., Conway, M. & Schwartz, D. (2010). *Tuning In to Local Labor Markets: Findings From the Sectoral Employment Impact Study*. Public/Private Ventures. Retrieved from: <http://www.aspenwsi.org/wordpress/wp-content/uploads/TuningIntoLocalLaborMarkets.pdf>. Accessed 4 April 2015.

Office for National Statistics (ONS) (2016) Statistical Bulletin: Population estimates for UK, England and Wales, Scotland and Northern Island: mid-year 2015. Available at: <https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/bulletins/annualmidyearpopulationestimates/latest> Accessed on 24 January 2017.

Office for Standards in Education (OFSTED) (2016) *Cambridgeshire County Council: Community learning and skills short inspection report*. Available at: <https://reports.ofsted.gov.uk/inspection-reports/find-inspection-report/provider/ELS/50971> Accessed on 25 January 2017.

Office for Standards in Education (OFSTED) (2017) *City College Peterborough: Adult and Community Learning Inspection Report*. Available at: <https://reports.ofsted.gov.uk/inspection-reports/find-inspection-report/provider/ELS/53865> Accessed on 25 January 2017.

Sissons, P., Green, A., & Lee, N. (2016). *Supporting progression in growth sectors: A review of the international evidence*. Wales: Public Policy Institute for Wales.

Stewart, M. (2007). *The interrelated dynamics of unemployment and low-wage employment*. Journal of Applied Economics. 22: 511-531. In: Sissons, P., Green, A., & Lee, N. (2016). *Supporting progression in growth sectors: A review of the international evidence*. Wales: Public Policy Institute for Wales.

Tessler, B. (2013). *WorkAdvance: Testing a new approach to increase employment advancement for low-skilled adults*. MDRC Policy Brief. Retrieved from: http://www.mdrc.org/sites/default/files/WorkAdvance_Brief.pdf [Accessed 20 January 2017]

UKCES Working Futures programme (2015) *The East of England workforce Databooks* Accessed at: <https://www.gov.uk/government/statistics/labour-market-projections-for-the-east-of-england>. Accessed on 20 January 2017.

APPENDIX A

Key Stakeholders who support the programme and who have been involved in the programme design.

Name	Position	Organisation
Pat Carrington	Innovation Pilot Lead	The Cambridgeshire and Peterborough Combined Authority
	Principal Assistant Director Adult Skills and Employment	City College Peterborough Peterborough City Council
Matthew Winn	Chief Executive	Cambridgeshire Community Services NHS Trust
Paul Medd	Interim CEO	Shadow Combined Authority of Greater Cambridgeshire and Peterborough
	Managing Director	Fenland District Council
Jo Lancaster	Executive Lead for Skills	The Combined Authority of Greater Cambridgeshire and Peterborough.
	Managing Director	Huntingdon District Council
Dr Liz Robin	Director of Public Health	Cambridgeshire County Council and Peterborough City Council
Cll J R Holdich, OBE	Lead Leader for Skills	The Combined Authority of Greater Cambridgeshire and Peterborough
	Leader	Peterborough City Council
Julia Nix	District Manager	JCP District Manager for the East Anglis
Caroline Adams	Relationship Manager	Department of Work and Pensions
Stella Cockeral	Skills Lead	Greater Cambridgeshire and Greater Peterborough Local Enterprise Partnership.
Tanya Meadows	Chair	Cambridgeshire and Peterborough Work Based Learning Provider Network
Lynsi Harward-Smith	Skills Lead	Cambridgeshire County Council
Breda Watson	Programme Manager for the Cambridgeshire and Peterborough Workforce Partnership Programme Coordinator for NHS England	Health Education East of England
Mary Brice	Care Business Development Manager	Cross Keys Homes (Representing the Private Care Sector)
Dr Paul Sissons	Senior Research Fellow	Centre for Business in Society, University of Coventry
Adrian Chapman	Service Director Adult Services and Communities	Peterborough City Council
Steve Bowyer	Chief Executive	Opportunity Peterborough

APPENDIX B

Case studies supplied by the local JCP

Alex

Alex had been in sustained self-employment as a carpenter but since being diagnosed with epilepsy he specifically could no longer work on building sites.

He claimed UC on 10th November 2016. His Work Coach, Pam explored other sectors with him and he was most interested in working in.

Pam set about arranging a work experience placement with a local restaurant and provision to get a Food Safety Certificate. Meanwhile, Alex attended the Jobcentre Workclub for support on tailoring his CV, jobsearching, interview skills, etc. Alex also began applying for jobs in care homes, as he had some historical experience in this sector, but he feared employers would not look past his health condition and he was very disheartened.

When a job as kitchen assistant came up in a local care home on 19th December, Pam decided to advocate for Alex. She rang Jo, the manager, and explained that Alex was keen and hardworking but a recent epilepsy diagnosis had knocked his confidence, would she meet him and see his value for herself? Jo was unfazed..."Fine, I'm actually an epilepsy nurse!" she told Pam, and agreed to an interview the next day. After this introduction, Alex let Pam know he had a second interview and had also been asked to complete the formal application form and DBS forms, which felt encouraging.

On 3rd January Alex was thrilled to tell Pam he had just signed his employment contract and was starting on his new career!

I'm really proud of Pam for working hard to support Alex towards the right career move, the right skills and ultimately the right employer.

Donald

Donald has been claiming JSA for over 2 years. He always seemed very reluctant in his job searching due to caring responsibilities for his mother. He could not claim carers allowance as she is not in receipt of the correct benefit rate.

I gave him the opportunity to complete a 4 week work experience placement at the Jobcentre.

Although he was nervous to start with, it didn't take long for him to come out of his shell. His main job role was to support the front of house staff and claimants using the customer computers – helping those who were lacking in confidence with job searching, Universal Jobmatch and general internet skills. I noticed a difference in his appearance his engagement with people and colleagues really improved.

We updated Donald's CV with the new skills he had developed and were available to be a reference for him. I helped keep him up to date of new vacancies he could apply for, and we felt a role in care could be ideal. Donald applied and secured an interview for a care home. He was thrilled to be offered the job and couldn't thank us enough for our support.

He is now employed by Care UK, having completed his training. He will be working 4 nights per week and still be able to care for his mother during the day. He is over the moon

Appendix C

Cambridgeshire & Peterborough Health and Care Local Workforce Action Board Membership

NAME	SURNAME	ORGANISATION	ROLE
Jessica	Bawden	Cambridgeshire and Peterborough Clinical Commissioning Group (CCG)	Director of Corporate Affairs
Rachael	Beard	The Pathology Partnership	HR Director
Jo	Bennis	Peterborough and Stamford Hospital NHS Foundation Trust (PSHFT)	Director of Nursing
Kathy	Bonney	Cambridgeshire and Peterborough Clinical Commissioning Group (CCG)	Head of HR and OD
Melanie	Clements	Hinchingbrooke Health Care NHS Trust	Medical Director
Joanna	Cousins	Hinchingbrooke Health Care NHS Trust	Director of HR and OD
Ian	Crich	Peterborough and Stamford Hospital NHS Foundation Trust (PSHFT)	Director of Workforce and Organisational Development
Lucy	Dennis	Cambridge and Peterborough Workforce Partnership (CPWP)	Head of CPWP
Paul	Evans	Cambridgeshire County Council	Head of Workforce Development
Deirdre	Fowler	Hinchingbrooke Health Care NHS Trust	Director of Nursing
Diane	Gray	Cambridge and Peterborough Workforce Partnership (CPWP)	Performance Programme Manager
Claire	Gregory	Peterborough City Council	Workforce Development Manager
Arun	Gupta	Cambridge University Hospital	Director of Education
Elizabeth	Horne	Papworth Hospital	HR Director
Bill	Irish	Health Education East of England	Postgraduate Medical and Dental Dean
Graham	Jagger	National Patient Advisory Forum	PPV Partner
Stephen	Legood	Cambridge and Peterborough NHS Foundation Trust (CPFT)	Director of People and Business Development
Anita	Pisani	Cambridgeshire Community Services	Deputy Chief Executive and Director of Workforce and Service Redesign
David	Roberts	Cambridgeshire and Peterborough Clinical Commissioning Group (CCG)	General Practitioner, Great Staughton Surgery
Ruth	Taylor	Anglia Ruskin University	Pro Vice Chancellor and Dean of the Faculty of Health, Social Care and Education
Matthew	Winn	Cambridgeshire Community Services	Chief Executive

Appendix D

Steering Group Membership (proposed)

Name	Position	Organisation
Pat Carrington	Innovation Pilot Lead Principal Assistant Director Adult Skills and Employment	The Cambridgeshire and Peterborough Combined Authority City College Peterborough Peterborough City Council
Matthew Winn	Chief Executive	Cambridgeshire Community Services NHS Trust
Jo Lancaster	Executive Lead for Skills Managing Director	The Combined Authority of Greater Cambridgeshire and Peterborough. Huntingdon District Council
Julia Nix	District Manager	JCP District Manager for the East of England
Stella Cockeral	Skills Lead	Greater Cambridgeshire and Greater Peterborough Local Enterprise Partnership.
Lynsi Harward-Smith	Skills Lead	Cambridgeshire County Council
Breda Watson	Programme Manager for the Cambridgeshire and Peterborough Workforce Partnership Programme Coordinator for NHS England	Health Education East of England
Mary Brice	Care Business Development Manager	Cross Keys Homes (Representing the Private Care Sector)
Tom Hennessey	Head of Economic Strategy and Partnerships	Opportunity Peterborough

NB Other individuals may be co-opted as and when required for their expertise and areas of specialism.

Appendix E

Breakdown of costs for Innovation Pilot

Cost Owner	Cost Type	Unit Cost	Volume	Total Programme Cost
C&P CA	IAG Advisor	£50.00	2858	£142,900.00
Sub-total				£142,900.00
Delivery Stream 1 - Out of sector				
C&P CA	IAG Advisor	£50.00	1000	£50,000.00
C&P CA	Wrap around support bursaries	£1,000.00	600	£600,000.00
C&P CA	Sector specific training / Pre-level 2 training	£1,500.00	1000	£1,500,000.00
C&P CA	ESOL and English and Maths for Pre-level 2	£700.00	1000	£700,000.00
C&P CA	Careers coaching / IAG advisor	£276.00	450	£124,200.00
Sub-total				£2,974,200.00
Delivery Stream 2a - In sector Level 2				
C&P CA	IAG Advisor	£50.00	350	£17,500.00
Apprenticeship Levy	Level 2 Apprenticeship	£1,500.00	350	£525,000.00
SFA	Additional English and Maths	£450.00	350	£157,500.00
C&P CA	Careers coaching / IAG advisor	£276.00	280	£77,280.00
Sub-total				£777,280.00
Delivery Stream 2b - In sector Level 3				
C&P CA	IAG Advisor	£50.00	250	£12,500.00
Apprenticeship Levy	Level 3 Apprenticeship	£3,000.00	250	£750,000.00
SFA	Additional English and Maths	£450.00	250	£112,500.00
C&P CA	Careers coaching / IAG advisor	£276.00	188	£51,888.00
Sub-total				£926,888.00

Delivery Stream 2c - In sector pre-Level 2				
C&P CA	IAG Advisor	£50.00	500	£25,000.00
C&P CA	Sector specific training / Pre-level 2 training	£900.00	500	£450,000.00
C&P CA	Additional English and Maths for Pre-level 2	£700.00	500	£350,000.00
C&P CA	Careers coaching / IAG advisor	£276.00	250	£69,000.00
C&P CA	Wrap around support bursaries	£1,000.00	300	£300,000.00
Sub-total				£1,194,000.00
C&P CA Delivery Sub-total				£4,470,268.00
	Programme Management			
C&P CA	Management and administration	£670,540.20	1	£670,540.20
C&P CA	Monitoring and evaluation	£70,000.00	1	£70,000.00
C&P CA Programme Management Sub-total				£740,540.20
C&P CA Total Costs				£5,210,808.20
Local Agencies, SFA and Apprenticeship Levy	In-kind costs	£2,007,388.00	1	£2,007,388.00
Grand Total				£7,218,196.20

Cost assumptions

- Wrap around support bursaries - £1,000 bursary available to cover transport and childcare, assuming 60% take up.
- Delivery Stream 1 Sector specific training / Pre-level 2 training - based on 20 weeks, including 'Introduction to Health service'.
- Delivery Stream 2c Sector specific training / Pre-level 2 training - based on 15 weeks.
- Additional ESOL, English and Maths – as needed per individual but costs included for 100% uptake.
- Overheads – at 15% of C&P CA Delivery Costs.
- Careers coaching / IAG advisor - assuming £60 per session, for 4 sessions including management costs.
- Costs were subjected to Green Book discounting rates in all calculations.

Appendix F

Breakdown of benefits

Benefit Type	Total
Fiscal Benefits	£10,986,216.00
Public Benefits	£32,564,163.00
Total Benefits	£43,550,379.00

Benefit Assumptions

Benefits include:

- Apprenticeship Level 2 qualification
- Apprenticeship Level 3 qualification
- Average cost of service provision for adults suffering from depression and/or anxiety disorders per person per year

Benefits have been sourced from the NEM Unit Cost Database and subjected to Green Book discounting rates and deadweight in all calculations.

Fiscal Benefits

Benefit Type	Outputs Year 1	Outputs Year 2	Outputs Year 3	Fiscal Benefits Per Annum	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
Apprenticeships Level 2	0	174	174	£857.00	£0.00	£149,118.00	£298,236.00	£298,236.00	£298,236.00	£298,236.00	£298,236.00	£298,236.00	£298,236.00	£298,236.00	£2,535,006.00
Apprenticeships Level 3	0	125	125	£1,515.00	£0.00	£189,375.00	£378,750.00	£378,750.00	£378,750.00	£378,750.00	£378,750.00	£378,750.00	£378,750.00	£378,750.00	£3,219,375.00
Mental Health	0	315	315	£977.00	£0.00	£307,755.00	£615,510.00	£615,510.00	£615,510.00	£615,510.00	£615,510.00	£615,510.00	£615,510.00	£615,510.00	£5,231,835.00
Total					£0.00	£646,248.00	£1,292,496.00	£1,292,496.00	£1,292,496.00	£1,292,496.00	£1,292,496.00	£1,292,496.00	£1,292,496.00	£1,292,496.00	£10,986,216.00

Economic Benefits

Benefit Type	Outputs Year 1	Outputs Year 2	Outputs Year 3	Economic Benefits Per Annum	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
Apprenticeships Level 2	0	174	174	£1,316.00	£0.00	£228,984.00	£457,968.00	£457,968.00	£457,968.00	£457,968.00	£457,968.00	£457,968.00	£457,968.00	£457,968.00	£3,892,728.00
Apprenticeships Level 3	0	125	125	£2,097.00	£0.00	£262,125.00	£524,250.00	£524,250.00	£524,250.00	£524,250.00	£524,250.00	£524,250.00	£524,250.00	£524,250.00	£4,456,125.00
Mental Health	0	315	315	£4,522.00	£0.00	£1,424,430.00	£2,848,860.00	£2,848,860.00	£2,848,860.00	£2,848,860.00	£2,848,860.00	£2,848,860.00	£2,848,860.00	£2,848,860.00	£24,215,310.00
Total					£0.00	£1,915,539.00	£3,831,078.00	£3,831,078.00	£3,831,078.00	£3,831,078.00	£3,831,078.00	£3,831,078.00	£3,831,078.00	£3,831,078.00	£32,564,163.00

Appendix G

Further details on Cost Benefit Analysis

Cost Type	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
Total Costs	£2,887,278.48	£2,887,278.48	£1,443,639.24	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£7,218,196.20
Pilot Cost	£2,084,323.28	£2,084,323.28	£1,042,161.64	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£5,210,808.20
Fiscal Costs (Total Costs - Employer Apprenticeship Contribution)	£2,825,478.48	£2,825,478.48	£1,412,739.24	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£7,063,696.20
Discounting Ratio	1	0.9962	0.9335	0.9019	0.8714	0.8419	0.8135	0.786	0.7594	0.7337	
Net Present Total Costs (Total Costs x Discounting Ratio)	£2,887,278.48	£2,876,306.82	£1,347,637.23	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£7,111,222.53
Net Present Pilot Costs (Pilot Costs x Discounting Ratio)	£2,084,323.28	£2,076,402.85	£972,857.89	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£5,133,584.02
Net Present Fiscal Costs (Fiscal Costs x Discounting Ratio)	£2,825,478.48	£2,814,741.66	£1,318,792.08	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£6,959,012.22

Benefit Type	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
Fiscal Benefits	£0.00	£646,248.00	£1,292,496.00	£1,292,496.00	£1,292,496.00	£1,292,496.00	£1,292,496.00	£1,292,496.00	£1,292,496.00	£1,292,496.00	£10,986,216.00
Public Benefits	£0.00	£1,915,539.00	£3,831,078.00	£3,831,078.00	£3,831,078.00	£3,831,078.00	£3,831,078.00	£3,831,078.00	£3,831,078.00	£3,831,078.00	£32,564,163.00
Total Benefits	£0.00	£2,561,787.00	£5,123,574.00	£5,123,574.00	£5,123,574.00	£5,123,574.00	£5,123,574.00	£5,123,574.00	£5,123,574.00	£5,123,574.00	£43,550,379.00
Discounting Ratio	1	0.9962	0.9335	0.9019	0.8714	0.8419	0.8135	0.786	0.7594	0.7337	
Net Present Fiscal Benefits (Fiscal Benefits x Discounting Ratio)	£0.00	£643,792.26	£1,206,545.02	£1,165,702.14	£1,126,281.01	£1,088,152.38	£1,051,445.50	£1,015,901.86	£981,521.46	£948,304.32	£9,227,645.94
Net Present Public Benefits (Public Benefits x Discounting Ratio)	£0.00	£1,908,259.95	£3,576,311.31	£3,455,249.25	£3,338,401.37	£3,225,384.57	£3,116,581.95	£3,011,227.31	£2,909,320.63	£2,810,861.93	£27,351,598.27
Net Present Benefits (Total Benefits x Discounting Ratio)	£0.00	£2,552,052.21	£4,782,856.33	£4,620,951.39	£4,464,682.38	£4,313,536.95	£4,168,027.45	£4,027,129.16	£3,890,842.10	£3,759,166.24	£36,579,244.22

Cost Benefit Analysis Calculations	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
Discounting Ratio	1	0.9962	0.9335	0.9019	0.8714	0.8419	0.8135	0.786	0.7594	0.7337	
Net Value (Total Benefits - Total Costs)	-£2,887,278.48	-£325,491.48	£3,679,934.76	£5,123,574.00	£5,123,574.00	£5,123,574.00	£5,123,574.00	£5,123,574.00	£5,123,574.00	£5,123,574.00	£36,332,182.80
Net Present Value (Net Value x Discounting Ratio)	-£2,887,278.48	-£324,254.61	£3,435,219.10	£4,620,951.39	£4,464,682.38	£4,313,536.95	£4,168,027.45	£4,027,129.16	£3,890,842.10	£3,759,166.24	£29,468,021.68
Net Budget Impact (Fiscal Costs - Fiscal Benefits)	£2,825,478.48	£2,179,230.48	£120,243.24	-£1,292,496.00	-£1,292,496.00	-£1,292,496.00	-£1,292,496.00	-£1,292,496.00	-£1,292,496.00	-£1,292,496.00	-£3,922,519.80
Net Present Budget Impact (Net Budget Impact x Discounting Ratio)	£2,825,478.48	£2,170,949.40	£112,247.06	-£1,165,702.14	-£1,126,281.01	-£1,088,152.38	-£1,051,445.50	-£1,015,901.86	-£981,521.46	-£948,304.32	-£2,268,633.72
Net Public Value (Public Benefits - Total Costs)	-£2,887,278.48	-£971,739.48	£2,387,438.76	£3,831,078.00	£3,831,078.00	£3,831,078.00	£3,831,078.00	£3,831,078.00	£3,831,078.00	£3,831,078.00	£25,345,966.80
Net Present Public Value (Net Public Value x Discounting Ratio)	-£2,887,278.48	-£968,046.87	£2,228,674.08	£3,455,249.25	£3,338,401.37	£3,225,384.57	£3,116,581.95	£3,011,227.31	£2,909,320.63	£2,810,861.93	£20,240,375.74
Cumulative Net Present Fiscal Costs	£2,825,478.48	£5,640,220.14	£6,959,012.22	£6,959,012.22	£6,959,012.22	£6,959,012.22	£6,959,012.22	£6,959,012.22	£6,959,012.22	£6,959,012.22	
Cumulative Net Present Fiscal Benefits	£0.00	£643,792.26	£1,850,337.27	£3,016,039.42	£4,142,320.43	£5,230,472.81	£6,281,918.31	£7,297,820.16	£8,279,341.63	£9,227,645.94	
Payback (when Cumulative Net Present Fiscal Benefits > Cumulative Net Present Fiscal Costs)	-£2,825,478.48	-£4,996,427.88	-£5,108,674.95	-£3,942,972.81	-£2,816,691.79	-£1,728,539.41	-£677,093.91	£338,807.94	£1,320,329.40	£2,268,633.72	

Appendix H

Letter of Support from the Chief Executive Cambridgeshire Community Services NHS Trust.



Date: 23 February 2017

Pat Carrington
Assistant Director Skills and Employment
Peterborough City Council
Brook Street
Peterborough
PE1 1TU

Unit 3, Meadow Park
Meadow Lane
St Ives
PE27 4LG
Tel: 01480 308 222
Fax: 01480 308 234

Direct Dial: 01480 308 223
Email: matthew.winn@nhs.net

Website: www.cambscommunityservices.nhs.uk

Dear Pat

Re: Innovation Pilot Bid

As the Chief Executive lead for workforce and training on behalf of all NHS Trusts in Cambridgeshire and Peterborough I am very pleased to fully support this bid and its implementation. All of the NHS Trusts are interdependent with social care colleagues and therefore any developments that result in local residents being upskilled and supported into better paid work in health or social care are strategically important to us all.

Cambridgeshire Community Services NHS Trust will play its full part in ensuring the pilot gets off the ground and links health employment opportunities for the communities we are targeting.

The project will be governed and held to account through the Local Workforce Action Board, which I chair. This brings together both top tier councils, higher education leaders and all health care providers and provides strategic leadership and oversight to training and education issues in the local area. This will also provide the forum through which other NHS organisations will get on board and mainstream the bid approach in their organisations too.

I look forward to the success of the bid and to helping implement this vitally important initiative in some of our most marginalised and challenged communities

Yours sincerely

A handwritten signature in black ink, appearing to read 'M. Winn', enclosed in a rectangular box.

Matthew Winn
Chief Executive



Cambridgeshire Community Services NHS Trust: providing services across Bedfordshire, Cambridgeshire, Luton, Norfolk, Peterborough and Suffolk

HEALTH & CARE SECTOR WORK ACADEMY

Employer Feedback

'Working with Vanessa and The Health Care Academy is proving to be a successful partnership for, us as an employer and our new employees.'

It's no secret that the turnover in the care setting can be higher than other environments, but we are hopeful that giving new recruits the opportunity to learn more about the role itself prior to starting with us will give a clearer insight into the expectations of the role.

Vanessa has been out to visit us and has also sat in on part of our induction, so she had a better understanding of Marbrook, the standard of care we provide and our ethos and values, this helps greatly when she refers potential candidates to us. In return I have helped students on some of the other courses prepare for interviews.

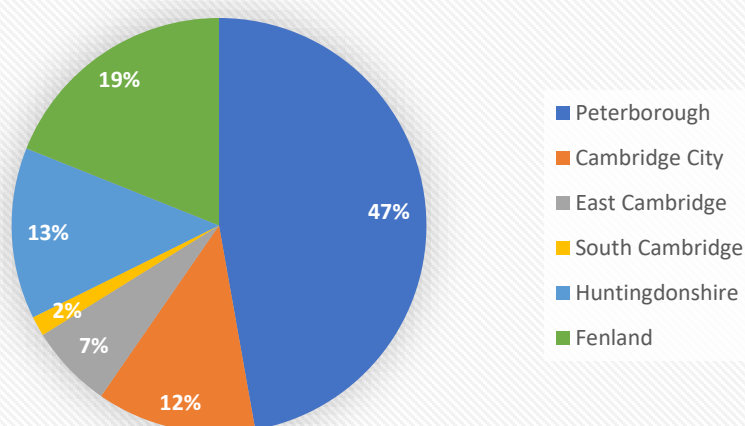
This is a new and exciting journey that we very much looking forward to being involved with as our partnership continues to develop'



**67% have
achieved an
outcome**

*Secured employment, further learner, volunteering

Percentage of learners per area



DELIVERY LOCATIONS

The HCSWA has delivered **37** courses to date in various locations across Cambridgeshire and Peterborough to **322** learners

- Cambridge
- Cambourne
- Ely
- Soham
- March
- Wisbech
- Yaxley
- Stanground
- Central Peterborough
- Fletton
- Whittlesey
- Bretton
- Godmanchester
- Huntingdon
- Chatteris
- Orton
- Dogsthorpe

Mary was referred by her Work Coach. Mary explained that she had been living in temporary accommodation with her two small children for a long time and had to buy ready meals as she only had access to a microwave. Mary was hoping that if she achieved employment within the health and care sector she would be able to move into a rented property. Having completed the Course, Mary has gained employment as a care assistant and is closer to her dream of becoming a nurse.



HCSWA Updates

- Pre-Level 2 courses have been shortened from 20 weeks to 10- or 15-weeks courses following learner and partner feedback – maintaining course content and 60 hours of learning supporting the decrease of withdrawals from the course and increase in recruitment due to childcare issues.
- Learner workbooks have been simplified to ensure all levels of learners are catered for on the course
- A targeted staged approach to recruitment, especially in rural areas, has been adopted to ensure marketing is present at least 4-6 weeks prior to course starting, seeing an increase in starts in hard to reach areas
- Initial draft evaluation report has been very valuable with co-occurring information and actions highlighted throughout project to date



SKILLS COMMITTEE	AGENDA ITEM No: 3.3
DATE: 10 July 2019	PUBLIC REPORT

CAREERS AND ENTERPRISE COMPANY (CEC) – UPDATE

1.0 PURPOSE

- 1.1 To give an overview to the Skills Committee for the new way the Combined Authority will be managing the Careers and Enterprise Company contract as per Combined Authority Board approval.
- 1.2 To demonstrate the reporting structure of the Careers and Enterprise Company contract and objectives.

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: No
The Skills Committee is recommended to: (a) Note the new management and reporting structure of the Careers and Enterprise Company (CEC) contract (b) Note the update regarding the delivery Partners for the CEC contract	Voting arrangements Simple majority of all members

2.0 OVERVIEW OF THE CAREERS AND ENTERPRISE COMPANY CONTRACT

- 2.1 At its meeting on 3 April 2019 the Committee received a report which included material on the future of the Careers and Enterprise Company and resolved to recommend to the Combined Authority Board agreement to a revised contract with the CEC to August 2020 and linking the match funding to Form the Future for part of the contract in the south and the match funding provided to Peterborough City Council for Opportunity Peterborough for the north of the

patch. That recommendation was accepted by the Combined Authority Board at its Annual Meeting on 29 May 2019. This paper gives an update and overview to the Skills Committee on the decision made on the management and delivery of the Careers and Enterprise Company contract.

- 2.2. It was recognised that the Careers and Enterprise Company contract should remain in the CPCA area, however it should be delivered by different partners. The CPCA did not have the capacity internally to deliver the contract, due to the LEP being merged with the Combined Authority. The priorities and focus of the Combined Authority had to be realigned and hence new delivery partners were sought to deliver the CEC contract. The delivery partners identified were the Skills Service and Form the Future.
- 2.3 The Combined Authority would retain the Opportunity Area (OA) of Fenland and East Cambs Coordinator post, which is fully funded up until August 2020.
- 2.4 The contract is for 4 FTE's; 1 FTE within the Combined Authority (OA) 1.5 FTE's within the Skills Service (North) and 1.5 FTE's within Form the Future (South). Each of the delivery partners have received funding from CEC via CPCA for £37.5k each. This has to be 50% match funded by each partner.

3.0 TARGETS AND OUTCOMES BASED ON THE GATSBY BENCHMARKS

- 3.1 The table below shows the benchmarks that each school has to achieve in order to support careers progression for students and the National Careers Strategy. It is the role of the Enterprise Coordinators to support each school to achieve this.

Benchmark	Description	% Spring 2018	% Winter 2018	% Increase	% National Average 2017
1	A Stable Careers Programme	37	83	46	4
2	Learning from Career & Labour Market Information	54	73	19	30
3	Addressing the Needs of Each Pupil	57	87	30	9
4	Linking Curriculum Learning to Careers	42	87	45	13
5	Encounters with Employers and Employees	58	96	38	37
6	Experiences of the Workplace	37	69	22	39
7	Encounters with Further & Higher Education	47	69	22	8
8	Personal Guidance	45	79	34	46

4.0 SKILLS BROKERAGE

- 4.1 **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 Partnership (GCP) 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.
- 4.2 **Careers Advice** is an intervention of the CPCA Skills Strategy and is fundamental to the success of the STAR Hub and is currently being delivered in a variety of ways through 3 Skills Brokerages across the region. The CPCA has agreed a new contract with the Careers and Enterprise Company (CEC) to develop robust Careers advice across Cambridgeshire and Peterborough to support schools with their Career Strategies and to develop business links with local businesses through the Enterprise Adviser Network.
- 4.3 To date all of our schools are engaged in the programme with a number of businesses/employers working with the schools. The remit is to connect each of the schools and colleges to an Enterprise Adviser who will support the Senior Leadership Team with their strategic careers plans, workforce development and curriculum planning.

5.0 DELIVERY PARTNERS

- 5.1 The updated and revised CEC contract which commenced on the 1st May 2019 and will run until August 2020 has been awarded to both the Skills Service, as part of Opportunity Peterborough (for coverage in the North of the region) and Form the Future (for coverage in the South of the region). Opportunity Peterborough funded by the CPCA covers the geography of Peterborough, Huntingdonshire, Fenland and East Cambridgeshire. Their focus is broader than the CEC contract and the proposed STAR Hub, in that they work directly with secondary students to prepare them more generally for the world of work with activities such as CV writing, interview techniques and employer events.
- 5.2 **Form the Future**, funded by the Greater Cambridge Partnership, provide a service to connect students and businesses as part of their new Apprenticeship Service within Cambridge and South Cambridgeshire area. This is currently the only service that has a target to increase apprenticeships. This is for 210 apprenticeships per year, but only in the Greater Cambridge area, where the market for apprenticeships is relatively strong in comparison to Greater Peterborough or The Fens.
- 5.3 The CPCA region has an Opportunity Area (OA) in Fenland and East Cambridgeshire. This OA has been recognised as No.1 in the UK out of 12 Opportunity Areas nationally. This is due to the hard work and commitment by the Opportunity Area Enterprise Coordinator, employed by the CPCA. The

CPCA are working hard with the CEC to define deliverables to ensure quality across all schools in all areas as well as sharing best practice.

- 5.4 It is our intention through the STAR Hub to flatline the offer to ensure a consistent message for all through the most appropriate Skills Brokerage service locally and linking the CEC contract to all CEIAG delivery.
- 5.5 The implementation plan for delivering Skills Brokerage, CEC contract and cohesive Careers Advice is:

Work Stages for Delivery	Timescale
1. New contract with CEC signed	April 2019 Actual: Decision at 29.5.19 CPCA Board
2. Skills Service delivery of part of the CEC contract funded by CEC for 1.5 FTE's and 50% matched funded	April 2019 – Aug 2020
3. Form the Future delivery of part of the CEC contract funded by CEC for 1.5 FTE's and 50% matched funded	April 2019 – Aug 2020
4. Funding of £235k for Opportunity Peterborough to deliver the Skills Brokerage Contract issued March 2019.	March 2019 Actual: Decision at 29.5.19 CPCA Board

6.0 FINANCIAL IMPLICATIONS

- 6.1 Payments to Delivery Partners as set out in paragraph 2.4 are covered by funding received from CEC.

7.0 LEGAL IMPLICATIONS

- 7.1 There are no legal implications associated with the activities outlined in this report.

<u>Source Documents</u>	<u>Location</u>
None	



SKILLS COMMITTEE	AGENDA ITEM No: 3.4
DATE OF MEETING: 10 July 2019	PUBLIC REPORT Appendix 2 to this report is exempt from publication because it contains information relating to the financial or business affairs of any particular person (including the authority holding that information) under paragraph 3 of Part 1 of Schedule 12A of the Local Government Act. It is considered that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

PERFORMANCE REPORT – JULY 2019

1.0 PURPOSE

1.1. To share the Skills Dashboard with the Skills Committee.

<u>DECISION REQUIRED</u>	
Lead Member:	Cllr John Holdich
Lead Officer:	John T Hill, Director of Business & Skills
Forward Plan Ref: N/A	Key Decision: No
The Skills Committee is advised to: (a) Note the current activity within the Skills Team and be aware of status and progress to date.	Voting arrangements Simple majority of all Members.

2.0 BACKGROUND

2.1. The Skills Dashboard is produced in line with the CPCA's strategic policy to give an overview of current projects/programmes within the Skills Portfolio. The project highlight reports completed by Officers on a weekly/monthly basis are reported to Directors and CA Boards/Committees.

Reporting arrangements

- 2.2 Please see Appendix 1 for the 'RAG' status of the Skills Directorate's programme
- 2.3 Please see Appendix 2 (Exempt Appendix) for the Skills July dashboard, which includes the following:
- (a) Informing strategic investment.
 - (b) Overview progress of projects to deliver outcomes,
 - (c) Measure impacts of projects aligned to strategic delivery plans.
 - (d) Inform all members of current project status.

3.0 FINANCIAL IMPLICATIONS

- 3.1. None.

4.0 LEGAL IMPLICATIONS

- 4.1 It is a condition of the Devolution Deal that we have proportionate performance monitoring arrangements in place.

5.0 SIGNIFICANT IMPLICATIONS

- 5.1 None not mentioned above.

6.0 APPENDICES

- 6.1. Appendix 1 – RAG Status – Skills Directorate' Programme
Appendix 2 - Exempt Appendix - July Skills Dashboard

<u>Source Documents</u>	<u>Location</u>
List background papers: Cambridgeshire & Peterborough Devolution Deal	http://cambridgeshirepeterborough-ca.gov.uk/home/devolution/

Key Projects within CPCA Skills Team for Skills Committee Board –
July 2019

Name of Project	Highlight Report RAG Status
AEB Devolution Programme	Green
Apprenticeship Grant for Employers (AGE)	Green
Apprenticeships	Green
Careers and Enterprise Company (CEC) Contract	Green
HAT Work Readiness – Hamptons Academy Trust	Green
Health & Care Sector Work Academy	Amber
Skills Brokerage	Green
University of Peterborough	Green
University of Peterborough - TDAP – (Taught Degree Awarding Powers)	Green

