



<b>SKILLS COMMITTEE</b>	<b>AGENDA ITEM No: 3.2</b>
<b>DATE: 10 July 2019</b>	<b>PUBLIC REPORT: No</b>

## **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.

<b>DECISION REQUIRED</b>	
<b>Chair of the Committee:</b>	<b>Councillor John Holdich</b>
<b>Lead Officer:</b>	<b>John T Hill, Director of Business and Skills</b>
<b>Forward Plan Ref: N/A</b>	<b>Key Decision: No</b>
<b>The Skills Committee is recommended to:</b>  <b>(a) note the background information and outcomes for the Health &amp; Care Sector Work Academy.</b>  <b>(b) note the background information and the outcomes of the Edge Construction Skills Hub.</b>	<b>Voting arrangements</b>  <b>Simple majority of all members</b>

### **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 change 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 26<sup>th</sup> June 2019

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