

MAYOR OF LONDON

MAYOR'S CONSTRUCTION ACADEMY (MCA) HUB STATUS AND FUNDING OPPORTUNITY APPLICATION FORM - GUIDANCE NOTES

All organisations applying to become a Mayor's Construction Academy (MCA) hub lead are advised to read these Guidance Notes before submitting an application.

Applicants should:

Application Form

1. Read the Prospectus and Guidance Notes in full before completing the application form to understand what is being procured.
2. Check they are eligible to act as an MCA hub lead.
3. Provide contact details for a named individual to whom future correspondence should be addressed – this individual must be employed by the organisation applying to be the MCA hub lead.
4. Clearly state which
 - provider(s) have achieved the MCA Quality Mark and are a partner in the hub application
 - which employers and stakeholders are partners in the application and how they would contribute to the successful delivery of MCA hub objectives.
5. Complete all sections in the application form and ensure all information requested is included as either a narrative response on the main application form or as an attachment (see below).
6. Ensure all information provided is accurate, complete, and does not contain false or misleading statements.
7. Ensure narrative application responses do not exceed the stated word count.
8. Attachments are in addition to the stipulated word count.
9. Write any acronyms in full the first time they appear in the application.
10. Provide a brief description of any technical terms at the first point which they appear in the application.
11. Refer to relevant research and intelligence which supports application responses and identify the source.
12. State the reason(s) why they are unable to provide requested information; where this is the case, they should include any relevant alternative information to assist with evaluation of the application.
13. State how much revenue funding is being requested as part of the application and for how many outcomes.

Attachments

14. Clearly highlight any attachments which supplement the narrative response in the main application form.
15. Submit all attachments as individual documents – document titles should include the number of the application question they relate to.

Clarification Questions

16. Submit any questions about this opportunity to the GLA by email to MCA@london.gov.uk by 12:00 noon, Friday 13th July 2018 - Questions via other means are not permitted.
17. Check the GLA website regularly for updates and answers to clarification questions.

Submitting applications

18. Submit the application as a Word document. PDF and scanned applications will not be accepted.
19. Check all relevant documents are attached to the email.
20. State the name of the applicant organisation in the subject field of your email and in the title of the application form.

MAYOR OF LONDON

Mayor's Construction Academy (MCA) - Hub Status and Funding Opportunity- APPLICATION FORM

Please complete the application form with a description of the evidence you have supplied to meet each of the assessment criteria.

The evidence should be clearly labelled with the relevant criteria identification number 1 through to 5.1.

The completed application pack and evidence must be sent by email to MCA@london.gov.uk by **1700hrs, Friday 20th July 2018**

1. Hub scope & partnership working (30%)		Scored 0 to 5 OR Essential - Pass/Fail	Response and description of evidence supplied. The evidence should be supplied separately and clearly labelled with the relevant criteria number.
Criteria theme	Criteria		
Geographical coverage	1.1 Define the MCA hub area including the borough(s) covered and the rationale for: <ul style="list-style-type: none"> the area identified (please include a map outlining the area covered) construction skills and the opportunities 	Essential – Pass/Fail	<p>[200 words maximum]</p> <p>The Hub is focused on developing a Centre of Excellence (CoE) Network for Offsite and Digital Construction in East London to support the geographical spread of TfL projects; with 11,000+ new homes starting on site by March 2021 across London and further pipeline bringing an additional 3000 per year from 2021-22.</p> <p>We will be working with key Boroughs and partners, such as CapCo at Earl's Court, in the North with Barnet Council, the South with Lambeth Council and LLDC in the East to explore wider 'pop-up spokes', to meet TfL's demand and enable skills coordination on our major schemes.</p>

	relating to the area identified		<p>The CoE Network, including TfL's academy in Ilford, will attract employers and learners from across the Capital to access high quality training in modern methods of construction.</p> <p>TfL's Labour forecasting has indicated a skills requirement of 14,000 people at our peak (2021), which will continue as the pipeline grows. This creates a significant skills challenge when there are a number of other large schemes. TfL is leading a Hub bid to understand these wider skills needs and ensure we collaborate with our partners to attract and develop a pipeline of talent that will help us collectively deliver our ambitious housing targets.</p> <p><i>See appendix A: Hub and spoke diagram</i></p>
Occupational scope	1.2 Detail the construction occupations to be covered by the hub and the rationale for the occupations identified	Scored 0 to 5	<p>[200 words maximum]</p> <p>As part of our Hub model we have identified key skill requirements in the short-term and medium to long term through two separate research commissions, which have ensured we are taking an evidence-based approach. The first phases of our programme will be traditionally delivered, and TfL's Labour Forecasting report highlighted key risk areas based on an assessment of supply and demand, including:</p> <ul style="list-style-type: none"> • Civil Engineering operatives • Plant Operations • Steel fixing • Formwork • Scaffolding • Enabling and demolition • Multi-skilled operatives • Electrical Installation • Construction Supervision

			<p>The selected MCA Kitemarked providers have provision aligned to most of these occupational areas, with the opportunity to develop provision to meet the gaps. Through the Hub they will have access to information they require for curriculum planning to meet both TfL's and our wider employer partners' needs.</p> <p>The research commission in Offsite Supply and Demand in London identified key occupational requirements to deliver using precision manufacturing. These skills will be developed through the Centre of Excellence Network and support:</p> <ul style="list-style-type: none"> • Digital design and Design for Manufacturing Assembly (DfMA) • Estimating • Offsite manufacturing; <ul style="list-style-type: none"> ○ Including Steel fixing in manufacture ○ Automation • Logistics • Lifting Operations • Working in a pre-landscaped environment • Site management and integration • Construction Assembly Technician for onsite placement and installation <p><i>See appendix H for specific occupations in construction.</i></p>
Objectives	1.3 Explain: <ul style="list-style-type: none"> • How the MCA hub would support the homebuilding sector • How the MCA 	Scored 0 to 5	<p>[300 words maximum]</p> <p>The primary objective of TfL's hub is to ensure that we are developing a pipeline of talent that will help us deliver 11,000+ new homes. However, by working closely with our Local Borough and Developer partners to form a long-term collaborative Hub approach, there is the potential to support the delivery of over 145,000 new homes in London over the next ten years.</p>

	<p>hub would support the development of skills relating to innovative construction techniques</p> <ul style="list-style-type: none"> Any other objectives which the hub would aim to achieve 	<p>A key objective of the hub will be encouraging the uptake of precision manufacturing. TfL will play a role in showcasing the benefits of using such methods on our programme, whilst exploring ways to work with our developer partners to aggregate demand to reduce build costs and increase the quality of affordable housing.</p> <p>We will ensure the right training and progression pathways are in place through the CoE Network focusing on key specialisms, which includes:</p> <ul style="list-style-type: none"> On site assembly at Tunnelling and Underground Construction Academy (TUCA), realising the Mayor's vision for this to be a '<i>centre of excellence for housing and infrastructure</i>' Higher-level skills and new technologies and innovation in Construction at the Centre of Advanced Technology, the CAT, Barking & Dagenham College Modern building systems at Waltham Forest Built Environment and Construction Centre (BECC) Higher technician, site supervision and BIM at the Construction Innovation and Skills Centre (CISIC) Havering College <p>The Advanced Manufacturing Training Centre (AMTC) and the NOCN (National Open College Network) awarding body will help to design curricula and training delivery. This will include the use of virtual and augmented reality (VR/AR) and simulation for training and assessment.</p> <p>Other objectives include:</p> <ul style="list-style-type: none"> Knowledge Sharing Workforce development and diversification Research and Development
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			<ul style="list-style-type: none"> Careers IAG <p>The Hub will prioritise supporting under-represented groups through working with our charity partners. Mental health and productivity will also be core to any activity, to support retention and continuous development of the workforce.</p>
Provider information	<p>1.4 Name of provider(s) who would deliver construction skills training on behalf of the hub</p> <p>Provide details of their MCA training offer</p>	<p>Scored 0 to 5</p>	<p>[100 words per provider]</p> <p>Barking & Dagenham College:</p> <ul style="list-style-type: none"> BDC has an extensive offer in Construction from entry level to level 6, and includes full-time, part-time, traineeships, apprenticeships and higher apprenticeships across: Painting and Decorating; Brickwork; Plastering; Drylining; Carpentry, Formwork; Plumbing, Heating and Ventilation; Electrical, Data / Network Cabling; Construction Design Management; Architecture; Quantity Surveying, Civil Engineering; Site and Project Management (CIOB) and CAD / BIM. The Centre of Advanced Technology (CAT) will further enhance provision at higher levels and promote new technologies in construction design and management. <p>Barnet & Southgate College:</p> <ul style="list-style-type: none"> BSC has a dedicated Construction Skills Centre, offering Bricklaying, Carpentry and Joinery, Construction Multi-skills, Electrical Installation, CSCS training & assessment. Developing training in Renewables, Floor & Walls, Construction Management, Quantity Surveying, Health & Safety, Plant Operations, Heritage and Scaffolding. <p>Havering College:</p> <ul style="list-style-type: none"> Bricklaying, Site Carpentry, Paint & Decorating, Property Maintenance, Bench Joinery. Level 1 – 3 for Apprentice & FT learners. Professional Construction Level 3 – Level 5 (HNC/D) leading to: Site

			<p>Management, Land & Quantity Surveying, BIM, CAD and Architecture</p> <p>London South East College Group:</p> <ul style="list-style-type: none"> - The Hub will work with LSEC to support onsite learning at the Construction Skills Centre on the Kidbrooke site in Greenwich, where TfL and Notting Hill Genesis will be starting a project in 2019. - LSEC also have the Place and Making Institute which we feel will add value to the Hub. <p>Newham College:</p> <ul style="list-style-type: none"> - Curriculum is updated annually to respond to local Labour Market Intelligence and to feedback from employers. The College has developed its offer to also include Construction for English for Speakers of Other Languages (ESOL) students in order to provide a pipeline into higher level courses where language is currently a barrier. They also offer Level 1 (L1) Construction and L2 Maintenance Operations and L1 to L3 Electrical Installation. - For 2018/19 they will be augmenting their offer with City & Guilds Painting and Decorating and L3 Facilities Management. <p>Waltham Forest College:</p> <ul style="list-style-type: none"> - The College also offers level 3 apprenticeships in the biblical trades including Maintenance Operations, Painting and Decorating, Trowel occupations and Carpentry and joinery. The college is also developing their provision in BIM for the 18/19 academic year.
Employer information	1.5 Submission of letters of support from a minimum of 5 construction employers	Scored 0 to 5	<p>[Please list the letters you are submitting here]</p> <ul style="list-style-type: none"> • Apartments for London • Artel (SME) • Balfour Beatty

	associated with the homebuilding sector (including a mixture of larger and smaller employers) committing to provide work placements, apprenticeships and employment opportunities for hub participants. (Please ensure these letters are on headed paper and include contact details.)		<ul style="list-style-type: none"> • Barratt Homes London • H&H Joiners & Builders Ltd. (SME) (sent directly to the GLA MCA Team) • Jerram Falkus (SME) • Keltbray • Kuropatwa (SME) • Laing O'Rourke • London CLT • Mount Anvil • Mullaley • Redrow • Roof (SME) • Vinci
	1.6 Describe how the hub plans to engage with SMEs	Scored 0 to 5	<p>[300 words maximum]</p> <p>Through TfL's and the GLA's Small Sites programme we are offering opportunities to SMEs, so they can play a bigger role in building the homes that London needs. We have offered 10 sites as part of the initial phase, with plans to offer further sites as the programme develops. We are also engaging in a number of innovative pilot schemes with other SMEs that are building precision manufactured homes, including Apartments for London (c.500 homes) and Pocket Homes (c.150 homes).</p> <p>The Hub will be working closely with existing and new SME partners to support them with their skills needs and help them to offer employment and training opportunities. This will include supporting them to assess their skills and training requirements via Organisational Needs Analysis (ONA) / Training Needs Analysis (TNA) and signposting them to advice and guidance from organisations such as CITB to access Grants.</p> <p>Feedback from SMEs i.e. Kuropatwa, has shown they are keen to engage, but face</p>

			<p>certain barriers, including limited time and lack of processes, challenges which will be addressed within the Hub. The Hub will help to attract candidates and ensure they are 'site-ready', making it easier for them and other SMEs to offer opportunities.</p> <p>Through the Hub we will share best practice through the supply chain, including work experience guides and risk assessment templates for educational visits.</p> <p>On each of TfL's development sites, we will support local supply chain events to ensure SMEs can access opportunities across the programme and through the Hub. Each development project will have employment and skills requirements and the supply chain will be supported to deliver these targets, whether supporting work experience, apprenticeships or training needs through the Hub providers and working with LLDC on a Training Association model.</p>
Stakeholder information	1.7 Letters of support from all planned MCA hub partners detailing how they can support delivery of hub outcomes and outputs. (Please ensure these letters are on headed paper and include contact details.)	Scored 0 to 5	<p>[Please list the letters you are submitting here]</p> <p>Developer – Capco Developer - Notting Hill Genesis Group Developer – L&G Developer - L&Q MCA Training Partner - Barking & Dagenham College MCA Training Partner - Havering College MCA Training Partner - LSEC – Kidbrooke ConstructionSkills Centre MCA Training Partner - Newham MCA Training Partner - Waltham Forest College Training Advisory Partner - Advanced Manufacturing Training Centre (AMTC) Local Authority – Lambeth Local Authority – London Legacy Development Corporation (LLDC) Local Authority - Waltham Forest Local Authority - Newham Local Authority - Barnet</p>

			Local Authority - Tower Hamlets Awarding Body - NOCN Awarding Body - City & Guilds Education Body - STEM Network Education Body – Skills Training UK Chartered Institution - CIHT Charity - Construction Youth Trust Charity - Women into Construction Charity - WISE Charity - Access UK Charity - Bounce Back Charity - A Fairer Chance CIC Charity - Volunteer It Yourself Charity - London Community Rehabilitation Company (LCRC) Charity – Shaw Trust People / Training Development Model Partner – Jean Duprez Consulting People Partner - JCP People Partner / Development Partner – Peabody
2. Planning and monitoring (15%)			
Criteria theme	Criteria		
Governance	2.1 Submission of governance chart for coordination of MCA hub and delivery of KPIs	Score 0 to 5	See Appendix B
	2.2 Submission of structure chart detailing who will be delivering the	Score 0 to 5	See Appendix C

	construction skills training provision e.g. tutors		
	2.3 Summary of key individuals (including the Hub Coordinator) and their roles in delivering the MCA hub and delivery of KPIs	Scored 0 to 5	<p>[300 words maximum]</p> <p>Industry Advisory Group Chair – TBC at first meeting, ensures the Hub has employer-led training developing, bringing insight from industry and aligning this with MCA Hub providers.</p> <p>Training Provider Group Chair – Principal, B&D College. Responsible for maintaining an oversight of the Hub Construction Skills offer and enabling coordination across Hub training providers, aligning offers to best meet needs of the Hub and ensuring supply meets demand.</p> <p>TfL Executive Director – Commercial Development: Executive responsibility for all of TfL’s Commercial Development activities, which includes their property development programme. Chair of TfL Hub internal steering group.</p> <p>Head of Housing Strategy: Senior Responsible Owner for TfL’s Construction Skills Strategy and Hub model. Overall accountability for the Construction Skills Team and Hub initiatives. Chair of the Hub External Steering Group.</p> <p>Senior Strategy Manager (SSM) for Construction Skills: Leads the Construction Skills Team and responsible for Hub implementation and monitoring of KPIs. Supports Property Development Team to develop employment and skills strategies for each project and engages with partners to maximise opportunities/ support delivery. Responsible for the development of the future offer at TUCA.</p> <p>Hub Coordinator: Supports the SSM for Construction Skills to coordinate activities under the Hub and engage with partners to support delivery of KPIs. Develops skills initiatives with Hub third sector partners and in the Hub ‘Spokes’. Supports Hub</p>

			<p>People Partners (Build London, JCP) to facilitate the movement of skills. Coordinates training with the Hub MCA training partners and at TUCA.</p> <p>Supplier Skills 1 x Senior Manager/ 2 x Managers: Responsible for working with TfL infrastructure suppliers to support delivery and monitor SLNT targets and developing skills programmes with third sector partners. Manage TfL's Supplier and Partner skills events, including Apprenticeships events.</p> <p>Press Officer: Lead for diversity, skills and recruitment external communication activity.</p> <p>Early Careers Manager: Leads TfL's relationships with Schools and manages Schools Projects.</p>
Project plan	2.4	Submission of project plan for the development of MCA hub and delivery of KPIs	<p>Score 0 to 5</p> <p>See Appendix D (Timeline) & E (Gantt Chart)</p>
Risk register	2.5	Submission of risk register and mitigating actions for delivery of MCA hub and associated KPIs	<p>Score 0 to 5</p> <p>See Appendix F</p>
Financial forecast	2.6	Submission of financial plan for delivery of MCA hub and associated KPIs for the duration of the programme.	<p>Score 0 to 5</p> <p>See Appendix G</p>
Communications plan	2.7	Submission of an internal	<p>Score</p> <p>[400 words maximum]</p>

	communications plan between hub partners	0 to 5	<p>TfL recognises internal 'Hub' communication will be vitally important to successfully coordinate a Hub the scale of this proposal.</p> <p>The purpose of the Hub Internal Communication Strategy will be to ensure:</p> <ul style="list-style-type: none"> • Coordination and facilitation of hub initiatives with partners; • Monitoring and evaluation of KPIs and promotion of Hub successes; • Best practice sharing between partners; • A coordinated calendar of events to support employer partners; • Evaluation of Hub processes for continuous improvement, including communication (internal and external); • Monitoring capacity and capabilities of MCA providers and assuring quality of training provision. <p>The Hub Coordinator will be central to this, and it is proposed that this role will spend at least 50% of their time with partners.</p> <p>To initiate Hub-wide communications at the start of the programme, if successful, a launch event will be held to bring partners together to celebrate the success of the bid and form relationships across the Hub. We will also be suggesting key Hub partners have a strategic away day to help set our priorities and delivery strategy.</p> <p>As part Governance arrangements formal internal Hub communication will be supported through the quarterly Steering Group, Industry Advisory Panel and Training Provider Group meetings. As part of the Steering Group, other active employers working across the Hub will be invited to present on any Hub initiatives, share good practice and discuss any support requirements.</p> <p>Separate Hub task and finish groups will be developed to collaborate on particular projects; an example of this could be an improving diversity pilot or a project</p>
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			<p>focused on supporting people with mental health into employment.</p> <p>TfL has also been exploring a number of options to develop an online Hub portal, to enable all partners to communicate and share information. 'Plan A' is to develop a Hub SharePoint; a web-based portal hosted by TfL with external partners invited to use. It provides a secure platform that enables group communication and collaboration through file sharing, event management through a shared calendar and showcasing monthly 'Hub News'. As a 'Plan B' if system barriers prevent use of SharePoint, we will use an alternative platform such as Huddle or Slack and develop a Monthly Newsletter shared via email.</p> <p>We will develop a calendar of Hub joint events to support attraction of talent and educational / influencer engagement. We will also explore extending TfL's Supplier Awards to include an MCA Hub Partner Award as well as end of year celebration events.</p>
	<p>2.8 Submission of an external communications plan explaining how the hub would source learners</p>	<p>Score 0 to 5</p>	<p>[500 words maximum]</p> <p>TfL's strong brand and extensive external communication channels will help to ensure the success of the proposed Hub. This includes a large advertising estate and social media following (Twitter 2.35 million followers, Facebook 400,000+ followers, Instagram 64,000+ followers) and a number of other channels, such as media which is used to communicate to people across the Capital and promote TfL's skills initiatives in local, national and trade press.</p> <p>The key objectives of the Hub's external communication strategy include:</p> <ul style="list-style-type: none"> • Promoting construction careers to new entrants and careers influencers; • Attracting under-represented groups through targeted communications; • Changing the image of construction – promoting innovation and digital

			<p>construction careers;</p> <ul style="list-style-type: none"> • Attracting talent to meet TfL's and our employer partners' skills needs; • Showcasing Hub success stories and promoting the Mayor's Construction Academy; • Engage new Hub stakeholders including construction employers and developers; • Support the GLA's Careers Campaign and promote GoConstruct as the industry portal for construction skills. <p>These objectives will be met through a variety of external communication methods, targeting different audiences. It will build on existing stakeholder relationships and TfL's experience of promoting careers in STEM.</p> <p>External communication activity will include:</p> <ul style="list-style-type: none"> • Press & Social Media: Promoting Hub employment and skills opportunities through TfL's communication channels, which includes a page in the Metro. Case studies will be developed to try and attract under-represented groups and promoted through our media channels. • Events: Extend TfL's Supplier Skills apprenticeship event to include home building partners. In 2018 this event had over 1000 people sign up to attend but only 450 places due to venue health and safety requirements and so an alternative venue will be explored. Support for local events with Hub MCA providers and Local Authority partners, connecting in to existing local advisory/community groups. The regional Big Bang event will be held at TUCA in October and will provide a fantastic opportunity to promote the future of the construction industry. • Educational Engagement: TfL has relationships with 200+ schools, college and universities in London and the South East. TfL will be targeting specific schools to attract women and support the most deprived neighbourhoods
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			<p>in London, with a focus on raising awareness of STEM careers. We will also establish a Hub Alumni Network.</p> <ul style="list-style-type: none"> • Local Community Engagement: For each of TfL's projects we work with our developer partners to support local community engagement to ensure support for the project. As part of these consultation events there is an opportunity to promote employment and skills opportunities to raise the interest of local residents from an early stage. • Site visits: On TfL projects and partner projects we will enable site visit opportunities for learners and their influencers to experience active construction sites to support education projects or careers events e.g. Open Doors. <p>The Hub will work closely with TfL's external communications and educational engagement teams to support these activities. All activities will be co-branded with the Mayor's Construction Academy.</p>
	<p>2.9 Provide an explanation as to how the hub would seek to address industry stereotypes and promote a more diverse construction workforce. Please provide any relevant examples.</p>	<p>Scored 0 to 5</p>	<p>[400 words maximum]</p> <p>Addressing stereotypes and promoting a diverse workforce is a primary focus of the Hub's skills strategy. Building on good practice from TfL's supplier skills programme and working with the Hub partners, we will increase diversity through targeted interventions.</p> <p>For example, through TfL's early careers interventions team we challenge industry stereotypes in engineering through both secondary and primary school projects. This includes TfL's Schools Challenge in association with one of our key suppliers that provides a simulated project to raise awareness of the different career opportunities in engineering. As part of the Hub, we will work with this team and our partners to broaden the remit of such activities to promote construction careers and challenge industry stereotypes. Through the Centre of Excellence Network, we will specifically campaign to change perceptions and promote digital</p>

			<p>construction and industry innovation using technology such as VR/AR and AI to attract a broader diversity of learners and improve productivity in the workforce.</p> <p>Partners within the Hub have a successful history working with employers, third sector partners and training providers to develop award-winning skills programmes aimed at improving diversity in our supply chain.</p> <p>Examples include:</p> <ul style="list-style-type: none"> - working with Women into Construction and Gingerbread on a project to attract women particularly from BAME backgrounds, which included a four-week programme that provided employability skills, the chance to gain a CSCS card and a two-week work placement; it has successfully supported 15 women. - Three successful programmes with the Probation Services and Bounce Back to support ex/young-offenders. - Steps into Work programme with London Transport Museum and Barnet & Southgate College which has supported 87 adults with learning disabilities experience work since 2009. - Supporting organisations such as AccessUK to develop similar programmes to support Londoners from BAME backgrounds into employment. <p>Through the Hub programmes we will focus on targeting the hardest to reach by building on TfL's best practice in supporting such groups. We have begun discussions with partners from Women into Construction to support women into our programme, AccessUK to develop a programme for young people who have been involved in knife crime/gang activity and with the Construction Youth Trust in supporting young people make better career choices.</p> <p>The Hub will engage with existing and new organisations to discuss further opportunities to develop pilot programmes/'boot camps' to improve diversity in</p>
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			construction.
Administration	2.10 Confirmation that the proposed hub recognises its responsibility to update the GLA with details of learners and outcomes achieved in line with GLA requirements.	Essential - Pass/Fail	TfL confirms that it recognises its responsibility as Hub Lead to update the GLA with details of learners and outcomes achieved in line with GLA requirements.
3. Delivery approach (30%)			
Criteria theme	Criteria		
Curriculum design	3.1 Demonstrate how the MCA hub will ensure its delivery offer aligns with short and medium/ long term industry needs	Scored 0 to 5	<p>[400 words maximum]</p> <p>The Hub will adopt a demand-led planning approach overseen by the Hub Steering Group and underpinned by a detailed review of the local landscape and environment to consider the current skills and training needs.</p> <p>Planning will be informed by an evidence-base that supports decision making as circumstances change and to demonstrate construction pipeline opportunities.</p> <p>The following tools to predict demand:</p> <ul style="list-style-type: none"> • Bespoke research – including CITB’s Labour Forecasting Tool and bespoke commissions e.g. Offsite Construction report. • Construction Skills Network – provides market intelligence for the UK construction industry understanding the current climate and planning ahead

			<p>for the future</p> <ul style="list-style-type: none"> • Glenigan Pipeline – forthcoming projects within each local authority • London Infrastructure Mapping Application - explore current and future development and infrastructure projects. It gives developers, providers and utilities a clear picture of what developments are taking place <p>Analysis will be shared with partners and all engaged in provider planning cycle 2-way exchange to contribute to building a collaborative holistic plan supported by a joint investment strategy and shared ownership of the challenges, priorities and solutions.</p> <p>A Construction Skills Delivery plan will be developed to ensure that any gap between demand and supply for skills provision in high demand or priority professions and trades is met. Longer term projections and the development of scenarios will enable an assessment of potential impact on initiatives that may skew demand.</p> <p>Working in partnership with industry, the plan will recognise the demand for non-construction professionals and to support the development of career progression opportunities upskilling construction workers to take on more senior, managerial and affiliated roles.</p> <p>The development of occupational maps and skills escalators with industry will be used to agree progression routes from entry to level 7, developing a curriculum that moves workers up through the skills levels and escalates more training at levels 3, 4 and above and in specialisms likely to be in demand in the longer term.</p> <p>An aligned Hub offer will reduce duplication of effort, sharing of resources, enhancing specialisations and exploring innovative ways of delivering the curriculum to meet employer needs.</p>
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			<p>An early action plan will used to address immediate needs by mapping existing provision across all partners and alignment with job demands; assess where employers are facing specific skills shortages or skills wage inflation and what short term interventions can be applied to address them, followed by longer term skills strategy, which also includes pre-employability programmes and a focus on transferable skills development.</p>
	<p>3.2 Please provide examples of good practice which the hub would build upon to develop its offer</p>	<p>Scored 0 to 5</p>	<p>[400 words maximum]</p> <p>The Hub will build upon extensive best practice from our partners to develop the training offer; this includes:</p> <ul style="list-style-type: none"> • AMTC are recognised as leaders in their field for additive manufacturing, with world-class training facilities supported by industry. They have also developed the Digital Construction Competency Framework, which will be used to underpin curriculum development at the Centre of Excellence Network. • Barking & Dagenham College were awarded the Best Teaching & Learning Initiative Award at the annual FE Times Educational Supplement (TES) awards in 2018 for their project-based learning approach in STEM. • Barnet and Southgate College developed a bespoke Dry Lining Academy to meet employer needs with 100% learners progressing to an apprenticeship or into employment. • Two of our MCA Providers operate Career Colleges, with Barking & Dagenham offering a Digital Skills College and Havering College offering a Construction and Engineering College. Career Colleges work very closely with employers to ensure relevant training and qualifications. The Governing Body of each Career College is made up of >50% employers, who have a say in curriculum and training delivery.

			<ul style="list-style-type: none"> • Hub MCA providers connect into a number of different Construction Interest Groups across the sector, which include the GLA's Construction Skills Group, Trailblazer Groups and regional construction groups. This information will help to inform the Steering Group, Industry Advisory Group and Training Provider Group. • Hub MCA providers connect with other employer partners as part of their existing curriculum design. Employers support curriculum delivery activities, including by offering Masterclasses to students and CPD to staff. • The Hub providers offer a number of different delivery models so can adapt to employer demand, these include: <ul style="list-style-type: none"> - Block Release - Short Courses and commercial training - Evening and Weekend course delivery - eLearning delivery • Newham College is an active member of Collab Group: London Capital Colleges, through which they have built strong relationships with key construction employers and with national representative bodies from the sector (including Build UK, Homebuilders Federation and CITB). • Newham College has also secured funding to enable "Meet the Buyer" events for companies such as Keepmoat, Bouygues UK, Kier, Canary Wharf Contractors and for larger SMEs to introduce them to other SMEs who could be subcontractors.
Safeguarding	3.3	Describe and provide evidence of the hub's approach to safeguarding policy	<p>Scored 0 to 5</p> <p>[300 words maximum]</p> <p>The Hub is committed to safeguarding all young people, adult learners and staff against harm, abuse and bullying/harassment beyond legal compliance. It will actively promote the well-being of all and ensure that this is central to planning,</p>

			<p>decision-making and practice.</p> <p>It is the responsibility of all partners to ensure that their staff and teams who have contact with learners are provided with, understand and comply with this policy and all supporting procedures or instructions.</p> <p>In order to ensure that the Hub meets its safeguarding responsibilities and safeguards all learners it will:</p> <ul style="list-style-type: none"> • Promote safeguarding and British values (as defined in the Prevent Duty) • Ensure the protection of individuals or groups from radicalisation from terrorist or extremist groups. • Ensure that all Employers and work placement providers have been risk assessed for safety and suitability; • Work in partnership with provider in promoting a safe learning environment. • Value them, listen to them through feedback mechanisms and take appropriate action where required; • Promote best practice guidance for safeguarding throughout processes; • Work with designated agencies and involve learners with employers • Ensure all policies and procedures are made available to any relevant person on request. <p>Safeguarding policy, procedures and instructions are set within management systems and will include appropriate monitoring and analysis, reporting and recommendations for continuous improvement. We are committed to reviewing our policy and practice at least annually.</p> <p>Employers will be supported regarding i.e. DBS checks, training, code of conduct re infrastructure based on increased placements, etc.</p>
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			<p>Good practice will be shared regarding how Safeguarding and Prevent is embedded into the learner journey, particularly as a result of increase work placements. Our aim will be to create a safe space in which apprentices and students can raise concerns and each is taken seriously. Equally so, that employers, supervisors and staff are aware of their duties.</p> <p>An annual report will be presented to the Steering Group in addition to ongoing training.</p>
Training delivery	<p>3.4 Describe the planned delivery approach and provide:</p> <ul style="list-style-type: none"> • details of what qualifications each provider will be delivering 	<p>Scored 0 to 5</p>	<p>[400 words maximum]</p> <p>The Hub will be a leader in the use of digital learning technology, particularly within work-based learning and will extend the use of technological solutions to address specialist teaching capacity issues. Key to this will be the use of immersive technology.</p> <p>The curriculum will be offered via a variety of flexible modes of delivery including; modular, part time, evening, distance/remote access learning, including online and blended learning options. This will ensure the Hub caters for those in work, with caring responsibilities and other barriers to learning.</p> <p>Credit accumulation across the hub will allow students to achieve higher level technical skills and qualifications with progression to post graduate level, through a structured escalator of industry relevant courses.</p> <p>Learning will be enriched through the use of technology in the workplace, for example, 'live' streaming of the application of skills. These sessions will be supported by live interviews with industry experts and Q&A sessions. Through technology, learning will become far more opportunistic with students being able to 'pick and mix' their blended learning elements.</p>

			<p>The Hub will build on existing practice to develop on-line learning materials and resources aimed at the new technical education routes and will improve the ownership and influence employers have over their apprentices training.</p> <p>The Hub will further utilise technology to differentiate and meet the needs of individual learners, thus widening participation, i.e. via virtual learning, simulations, on line learning. It will develop new programmes to harness the capabilities of 'digitally native' young people and adults, investing in virtual and augmented reality to enable faster and more effective learning.</p> <p>The Hub will enhance the employability of learners by supporting them to develop the transferable skills for multi-skilled careers, as well as enhancing their core capability through delivery of cross cutting competencies.</p> <p>Engagement with employers will include input into course design, speakers, masterclasses, and competitions, mentoring and formal work experience. The Employer Innovation and Enterprise Zone and R&D area at BDC, will provide opportunities for students to interact with employers and play a major part in cutting edge research, development and participate in current industry led projects.</p> <p>The Hub will define and agree future training priorities and support qualification development and piloting as part of the Centre of Excellence Network which will be established. Short courses and industry up-skilling / re-skilling will also be support through a Training Association developed with LLDC.</p> <p><i>An outline of the offer is provided at appendix H.</i></p>
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Industry engagement	3.5 Provide a proposed programme of industry engagement activities to enhance the training offer	Scored 0 to 5	<p>[500 words maximum]</p> <p>Employer and industry engagement is central to the Hub’s development; it will be aligned to support TfL’s property development programme and will work closely with partners on their own property development pipelines.</p> <p>The Hub will build on existing employer pledges and networks to enhance the planning and delivery to meet employment opportunities. Engagement with employers will broaden to include an annual cycle of activity within and across all partners, thus developing a sustainable model where employers play a significant role in planning for future years.</p> <p>By 2021, TfL will have 43 live projects delivered in partnership with different developers, tier 1 contractors and their supply chains. This will rapidly grow the number of employers within the Hub. Further opportunities exist working with employers on projects with Hub Local Authority partners. It is likely that employers will be working on multiple different projects with TfL and our partners at any one time, and one of the key benefits of this Hub model is that we can support them to easily coordinate their employment and training requirements cross-boundaries, developing joint cohorts of training cross-employers to make specialist training viable and cost efficient.</p> <p>To achieve this vision, we will need to work closely with our employer partners through a series of industry engagement activities. These will include:</p> <ul style="list-style-type: none"> - Project planning meetings – to define and agree employment and skills requirements for each of TfL’s projects. - Supply chain events and meetings – to understand their skills gaps and how we can support through our Hub training offer - Project review meetings – quarterly sessions to review progress and
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			<p>understand any additional support requirements</p> <p>Through these meetings and the Industry Advisory Board, a more systematic and coherent approach will be enabled for the Hub to understand our employers' requirements.</p> <p>We will also engage with industry employers to get them involved in curriculum development and educational engagement initiatives, including:</p> <ul style="list-style-type: none"> - Guest lecturing and masterclasses as part of training programmes - Trainer CPD – providing 'work placements' for tutor/lecturer CPD - Work-based learning projects – providing project material / documentation to develop contextual learning activities for students - Pilot well-being and productivity pilots with the existing workforce to roll out through embedding across training offer - Develop a learner / new entrant mentoring programme across the Hub to support retention and continuous development - Access TfL and development sites to develop work ready skills <p>The support given by our employer partners will be celebrated through industry engagement activities, including TfL's existing Supplier Awards and also an annual Hub celebration event, where we will promote successes and invite non-Hub industry partners to get involved.</p> <p>The Industry Advisory Group will include a broader range of industry partners to ensure the Centre of Excellence is fit for purpose and meeting future skills requirements.</p> <p>The Hub will also engage with industry bodies such as CITB, Professional Institutions and Federations. TfL will also be presenting to the CIOB/RICS/ICE</p>
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			<p>Education Committee in September, to give an overview of TfL's programme and explore collaboration opportunities with their members.</p> <p><i>See appendix I: Learner Journey and Employer Engagement</i></p>
KPIs	3.6	Provide details of the proposed number of outputs/ KPIs to be achieved with MCA hub support including diversity targets	<p>Scored 0 to 5</p> <p>[Please ensure you complete Appendix 1: Mayor's Construction Academy (MCA) - Hub Status and Funding Opportunity- programme level KPIs]</p> <p>Appendix 1 Complete – KPIs are in addition to provider partners existing offering.</p>
	3.7	Explain how these will improve upon any existing baseline	<p>Scored 0 to 5</p> <p>[400 words maximum]</p> <p>TfL is at the outset of its property development programme and so does not yet have an existing baseline for delivery of employment and skills opportunities on its housing programme. However, we will be building upon the successful delivery of the Supplier Skills Team (SST) who support our suppliers meet their SLNT requirements. As an example of what could be achieved, the SST have supported TfL suppliers to create over 5,500 apprenticeship starts since 2009, with over 400 starts in 2017/18, 35% of which were from a BAME background.</p> <p>The team has also supported suppliers to create over 5,000 workless job starts and bring over 150 ex-offenders into employment. We have run very successful pre-employment and work experience programmes aimed at addressing underrepresentation in the workforce. For example, 73% of candidates on the programme we ran with Women into Construction and Gingerbread are now in full time employment, and more recent programmes are expected to exceed this. We have engaged over 200 candidates from under-represented groups since 2016 to present day, with six programmes in development for 2018/19.</p>

			<p>The Supplier Skills programme has been recognised with the Lord Mayor’s Dragon Award for Enterprise and Employment in 2016 (showcase film), Highly Commended at the 2017 UK Social Mobility Awards, and is shortlisted in the European-wide 2018 Procura+ Awards.</p> <p>In 2017/18 our School Skills programme, including our London Transport Museum Skills activities, engaged 216 London schools and 81 schools outside of London reaching over 60,000 young people. We also support pan-London events such as Skills London, the largest skills event in the capital</p> <p>On Crossrail, Crossrail/TfL has had a very successful employment and skills programme, with the following achievements:</p> <ul style="list-style-type: none"> • 600+ apprentices • 16,000+ training starts at TUCA • 28% of women on the integrated project team working with Women into Construction • Establishment of the Crossrail Job Brokerage (now BuildLondon) which supported 700+ local or previously unemployed people • Engagement with over 44,000 students, parents and teachers • 400+ work experience placements <p>We have the opportunity to exceed these achievements due to the scale of development and number of employer partners we will be working with on TfL’s Property Development Programme; however, this activity is unlikely to ramp up until 2020/21 and so we have been conservative with the proposed KPIs at this stage, with more significant outcomes likely to follow the initial 3 years of the Hub.</p>
Tutor CPD (Continuing Professional)	3.8 Describe how the hub will support industry CPD	Scored 0 to 5	<p>[300 words maximum]</p> <p>As part of the Hub both academic staff and employers will have access to a range of</p>

Development)		<p>existing CPD opportunities. A comprehensive range of support for improving and maintaining standards in teaching will be provided via coaching, observation process and a dynamic action research community model through which good practice will be shared and innovations in teaching promoted.</p> <p>Each of the Hub MCA providers already support a range of activities to support tutor and industry CPD, examples include:</p> <ul style="list-style-type: none"> • Havering College is also taking part in a joint Education Training Foundation (ETF) / Association of Colleges (AoC) programme to fund industry staff to come in to the college to offer CPD and teaching to students. • Barking and Dagenham College is an approved centre for the Chartered Institute of Personnel and Development (CIPD) and Chartered Management Institute (CMI), as well as a number of short courses and career enhancing packages to support CPD for staff and industry. • All Colleges' staff undertake regular CPD, including construction site experience ensure they maintain up to date knowledge. <p>Through the Hub, we will work with our provider and employer partners to explore further opportunities to support CPD activities, such as:</p> <ul style="list-style-type: none"> • Dual professionalism – employers train the trainers programmes, industry CPD for professionals to keep up to date with industry standards and maintain their “license to practice” and networking events • Teaching staff recruitment programme - to increase Construction assessor and tutors via the “Site to Classroom” transition programme to become teachers • Master Technician Training programme - to upskill existing tutors and assessors to deliver training using new technologies, bringing the most current industry practices to learners • Research & development projects and sharing practice network
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Match funding	3.9 Confirmation and a description of additional cash or in-kind match funding identified by hub partners	Essential - Pass/Fail	<p>[200 words maximum]</p> <p>As per the Finance Plan (Appendix G), TfL is proposing an in-kind match of 69% in Year 1, 68% in Year 2 and Year 3. This will be through the additional resource TfL will provide to support the programme and investment in marketing and communication activities.</p>
4. Quality assurance (20%)			
Criteria theme	Criteria		
Quality management	4.1 Describe and provide evidence of your quality management framework or approach, including evidence that appropriately qualified and competent staff will be in post to carry out quality monitoring.	Scored 0 to 5	<p>[300 words maximum]</p> <p>The Hub will operate within a rigorous and fully integrated Quality assurance and improvement framework.</p> <p>Quality assurance and improvement will be embedded in ongoing strategic and operational planning, accreditation, reporting and review processes in order to realise our Vision and Strategic priorities. Quality will be assured through the alignment and integration of its strategic and operational planning with evaluation and review processes. Through the use of the quality framework, the Hub will be able to provide a systematic approach for maintaining and enhancing the quality of education and training provision.</p> <p>The quality environment will be created by good governance, consistent approach to policies and procedures, and the commitment of all partners to the provision of quality service and excellence in delivery.</p>

			<p>Quality Management Framework includes:</p> <ul style="list-style-type: none"> • vision, mission and strategic priorities; • governance and management framework, including risk & performance management; • planning, performance monitoring and reporting cycles that extend across all partners • feedback processes with partners, providers, employers and other stakeholders, to track and improve the quality of provision; • benchmarking of the hub and partners performance and practices against comparable Hubs • Quality monitoring with key dates for measuring progress against key actions. <p>Continuous quality improvement processes include:</p> <ul style="list-style-type: none"> • Champion and coaching network, establishing a consistent approach to the monitoring, support and training of teaching staff; • Virtual learning environment supporting innovative online monitoring and blended learning; • Professional development programme for teaching staff and employers; • Building on existing achievements and success i.e. Kitemarks. <p>The Hub will develop an inclusive partnership approach for student and employer engagement in quality assurance.</p> <p>Focus on improvement will be supported through self-assessment and review processes, systematic tracking of performance on a weekly basis, enhanced monitoring on a monthly and termly basis, regular internal verification and standards moderation and extensive learner voice initiatives.</p>
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Quality monitoring	4.2 Describe and provide evidence of how the hub will implement any actions within the timescales identified through quality monitoring by the GLA.	Scored 0 to 5	<p>[300 words maximum]</p> <p>The management of quality will be though:</p> <ul style="list-style-type: none"> - Hub Steering Group - Training Provider Group - Industry Advisory Group - Balance Scorecard and Target Setting - Quality Improvement Plan - Responding to feedback from learners, employers, customers/clients. <p>The Hub Steering Group will agree and set quality measures ('KPI's) with a balance scorecard for the entire group. This process ensures that accountability is in place at every stage of the process via a RAG rating system.</p> <p>The Hub will ensure that the objectives of the plan are met through regular performance review meetings and reports to the board on the progress to include the following matters:</p> <ul style="list-style-type: none"> • pipeline review; • operational capacity planning; quality of provision and performance; • employer feedback and satisfaction; • overall alignment to plan and forecasts and timelines (plan delivery). <p>The Training Provider Group will meet at least monthly (and more frequently during the first year of the term if agreed between the parties), and will consider the following matters at each meeting as a minimum:</p> <ul style="list-style-type: none"> • review of learner placement agreements and progression of relationship with employers;
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			<ul style="list-style-type: none"> • learner destinations • employer satisfaction via formal contract review; • number of learner starts in each programme; • learner completion rates; • learner qualification achievement rates;
Good practice and lessons learned	4.3 Explain how the hub will share good practice and lessons learned with other successful MCA hubs including examples of how this would be achieved	Scored 0 to 5	<p>[300 words maximum]</p> <p>The hub has already started to explore partnerships in other regions of London, where partners are developing their own Hub proposals. These working relationships will develop regardless of Hub status to support training requirements outside of the Centre of Excellence Network in the East and at Hub 'Spokes'. A partnership is being established with the Southwark Construction Skills Centre and with London Southbank University, to help support the development of onsite learning facilities of TfL projects on Lambeth and West London. We are also working with the London Borough of Camden to explore working with them to support training through their Construction Skills Centre.</p> <p>The geographical spread of TfL's projects will require us to work closely with other Hubs that emerge in London and we are keen to share best practice and support cross-Hub initiatives.</p> <p>To support sharing best practice, formal processes will be in place across the Hub and will be used to identify and record examples. These processes will apply to all partners and include:</p> <ul style="list-style-type: none"> • Knowledge Transfer portal • Employer / provider forums • Action research projects

			<ul style="list-style-type: none"> • Provider Learning Communities • GLA / Collaborative Hub Dissemination Meetings • Annual dissemination event <p>The Hub will digitise work processes (via collaborative cloud-based methods into aspects of self-assessment and sharing of practice events) thus promoting blended solutions to the dissemination of good practice in timely and interactive ways.</p> <p>Barking & Dagenham College is well versed in collaboration with employers and linked to development groups such as the East London Maths Hub, the Careers Colleges trust and other regional groups, through which it is developing technologies to disseminate and act on the findings of good practice through Google Hangouts and classrooms and a range of blended solutions.</p>
5. Sustainability strategy (5%)			
Criteria theme	Criteria		
Sustainability strategy	5.1 Provide details of the hub's sustainability strategy post GLA funding	Scored 0 to 5	<p>[500 words maximum]</p> <p>TfL has a long-term development programme and we have already started to invest in our in-house resources to develop our construction skills strategy to ensure we can meet the skills challenge we will face in delivering our programme.</p> <p>We are committed to the long-term delivery of the Mayor's Construction Academy Hub, as it will be vital to support the coordination and development of skills across our programme and ensure we are working strategically with key employers, developers and local authority partners to meet our collective needs.</p>

		<p>We will build strong collaborative partnerships across the Hub and particularly with our MCA Hub providers to ensure training will be available to meet our employer and programme requirements. We will also be working with key training and employer partners to help us shape and deliver the future curriculum offer at TUCA and the wider Centre of Excellence Network, which will have a long-term benefit for London, attracting learners from across the UK due to the high-quality provision offered in specialist training facilities.</p> <p>The additional resource that will be supported through GLA MCA revenue funding will support the development and implementation of the Hub, monitoring and continuously review processes for Hub governance. This additional resource will be essential to help the Hub delivery its KPIs, and we would look to secure further funding for the role at the end of the three-year programme. There are different options we are exploring for funding this role, which include joint investment across the programme partners to enable continued employment. With TfL's programme fully operational by 2021, we will be able to assess our own in-house resource requirements to support such an extensive employment and skills programme and this may also leverage further support for additional resources. We are also looking to invest in a Hub wide brokerage model that will provide additional support for the long-term delivery of the Hub beyond the revenue funding.</p> <p>It is likely that there will be a significant increase in outcomes on TfL and partner projects from 2021/2, and the Hub will become increasingly important to help us deliver these opportunities.</p> <p>In addition to applying for MCA Hub status, we are working with our partners to identifying opportunities for onsite learning spokes and will be applying for funding through the Construction Skills Fund to invest in these 'pop-up' transportable facilities and also develop pre-employment interventions that can be delivered</p>
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			across the programme and develop a pipeline talent to support delivery of TfL and partner projects. This investment will provide a long-term benefit to the Hub through the development of programmes that will continued to be delivered by partners post-March 2020, and facilities which can be moved across Hub partners for maximum local benefit.
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Appendix 1: Mayor's Construction Academy (MCA) - Hub Status and Funding Opportunity- programme level KPIs

The completed application pack and evidence must be sent by email to MCA@london.gov.uk by **1700hrs, Friday 20th July 2018**

Final KPI volumes will be determined in response to applicant proposals

N.B. Added Value over and above our Hub providers' existing offer

Programme-wide indicators	2018/19	2019/20	2020/21
Employers engaged across all hubs;	20	30	60
Learners progressing into employment or an apprenticeship;	30	75	125
Learners in 6 months' sustained employment;	30	50	75
Learners undertaking work placements;	30	75	125
Learners undertaking IAG interventions;	200	250	300
Female, as a percentage of each indicator (target % = double the current representation in the construction workforce in London*)	30%	30%	30%
BAME, as a percentage of each indicator (target % = double the current representation in the construction workforce in London*)	32%	32%	32%

* Representation in construction workforce in London region, female 15%, and BAME 16.6%. Source APS Nomis Oct 16 - Sep 17

Appendix 2: Mayor's Construction Academy (MCA) - Hub Status and Funding Opportunity - Checklist

Please ensure all the documents listed below are submitted as part of your application.

The completed application pack and evidence must be sent by email to MCA@london.gov.uk by **1700hrs, Friday 20th July 2018**

Criteria	Document	Description of document(s) to be submitted	Submitted Yes/No
1.1	Map	A map outlining the area to be covered by the hub.	Yes
1.5	Construction employers' letters	Submission of letters of support from a minimum of 5 construction employers associated with the homebuilding sector	Yes
1.7	MCA hub partners' letters	Letters of support from all planned MCA hub partners detailing how they can support delivery of hub outcomes and outputs.	Yes
2.1	Governance chart	Submission of governance chart for coordination of MCA hub and delivery of KPIs	Yes
2.2	Structure chart	Submission of structure chart detailing who will be delivering the construction skills training provision e.g. tutors	Yes
2.4	Project plan	Submission of project plan for the development of MCA hub and delivery of KPIs	Yes
2.5	Risk register	Submission of risk register and mitigating actions for delivery of MCA hub and associated KPIs	Yes
2.6	Financial Plan	Submission of financial plan for delivery of MCA hub and associated KPIs for the duration of the programme.	Yes