

Skills for Londoners Board

AGENDA

**Meeting Skills for Londoners
Construction Sub-Group**

Date 10 December 2019

Time 1.30pm

**Place Committee Room 3, City Hall,
The Queen's Walk, London SE1
2AA**

Agendas and minutes of the meetings of this Group are published at www.London.gov.uk/Skills-for-Londoners (except in those cases where information may be exempt from disclosure under the Freedom of Information Act).

Meetings are not held in public and are only open to those invited to attend by the Chair.

The agenda reports and minutes of this meeting will be published after the UK Parliamentary election on 12 December 2019, apart from those marked as reserved from publication.

Members:

Cllr Peter John (Chair)
Bunmi Atta
Andy Carson
Shenaaz Chenia
Steve Drury
Mark Farmer
Paul Gallagher
Sarah Garry
Jenny Herdman

Yvonne Kelly
Seamus Keogh
Brian McKeown
Tom McLoughlin
Jessica Mellor-Clark
Martyn Price
Caroline Roberts
Janette Welton-Pai

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1 Introductions and apologies

2 Declarations of Interest

Members to declare any disclosable pecuniary interests which they have in any of the items set out on the agenda and, where applicable, consider if they should withdraw from the discussion or the meeting.

3 Minutes of Previous Meeting (Pages 3 – 8)

4 Actions Arising (Pages 9 – 10)

To be presented by Laura Marshall, Senior Board Officer, Skills & Employment.

5 Mayor's Construction Academy Hubs Round 2 Funding Update (Pages 11 – 20)

To be presented by Rachel Roberts, MCA Programme Manager (Interim), Skills & Employment.

6 Careers Update (oral update)

To be presented by Michael Heanue, Principal Policy Officer, Skills & Employment.

7 Mayor's Construction Academy Stakeholder Engagement Update (Pages 21 – 25)

To be presented by Beth Penwarden, Principal Policy Officer, Skills & Employment.

8 AEB Funds to Support Adult Learning in Construction (oral update)

To be presented by Matt Bailey, Senior Policy Officer, Skills & Employment.

9 Date of next meeting

The next meeting of the SfL Construction Sub-Group is to be confirmed.

10 Any Other Business the Chair Considers Urgent

Skills for Londoners Board

MINUTES

**Meeting Skills for Londoners
Construction Sub-Group**

Date Monday 24 June 2019

Time 2.00pm

**Place Committee Room 3, City Hall,
The Queen's Walk, London SE1
2AA.**

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Members present:

Cllr Peter John (Chair)
Bunmi Atta
Shenaaz Chenia
Mark Farmer
Paul Gallagher
Sarah Garry
Brian McKeown
Tom McLoughlin
Jessica Mellor-Clark
Martyn Price
Caroline Roberts

GLA Skills & Employment officers in attendance:

Matthew Bracewell, Senior Project Officer
Laura Dubeck, Senior Manager –
Programme Delivery
Rachel Greenwood, Senior Project Officer
(Clerk)
Julia Harrowsmith, Senior Manager –
Strategy, Policy & Relationships
Michael Heanue, Principal Policy Officer
Beth Penwarden, Principal Policy Officer
Rachel Roberts, MCA Programme
Manager

1 Introductions and apologies

- 1.1 The Chair welcomed members to the Group and led a round of introductions.
- 1.2 Apologies for absence were received from Andy Carson, Steve Drury, Yvonne Kelly, Seamus Keogh, Janette Welton-Pai and Jenny Herdman, for whom John Slaughter attended in her absence.

2 Declarations of Interest

- 2.1 There were no declarations of interest.

3 Terms of reference

- 3.1 The Group received a report setting out its membership and chairing arrangements, which were agreed by its parent body the Skills for Londoners Board on 10 April 2019.
- 3.2 A request was made for infrastructure to be added to the Group's remit, as the challenges it was set up to address were wider than just housebuilding. Officers noted that the Group's work would encompass infrastructure and agreed to look at updating the terms of reference to formalise this.

3.3 RESOLVED:

The Skills for Londoners Construction Sub-group:

- (a) **Noted its terms of reference, as set out at Appendix A to the report; and**
- (b) **Noted that Cllr Peter John has been appointed as Chair of the Sub-Group.**

4 Overview of the Mayor's Construction Skills priorities and Mayor's Construction Academy (MCA) Programme

- 4.1 The Group received a report and presentation providing an overview of the Mayor's Construction Academy (MCA) programme, including progress to date and next steps.
- 4.2 During the subsequent discussion, the Group discussed a range of challenges for the construction sector, and how they may be able to provide support to the Mayor's programme as a Group. The key areas of discussion are set out below:
 - 4.2.1 Career progression and sustained employment was discussed in detail, with members noting that retention was a particular issue in the construction industry. There was also a challenge around attracting more apprentices and career progression after the course is completed;
 - 4.2.2 The need to increase the supply of skilled labour was discussed, with members suggesting that an aggregated view of demand for labour in the

construction industry across London would be useful. Development of the demand tracker (as recommended by the predecessor to this group) may go some way to addressing this and would provide an important coordinating role in identifying where the skills shortages were;

- 4.2.3 Challenges around procurement were discussed, with members commenting that a shift towards procuring against factors other than cost alone would be beneficial. A move towards outcome-led procurement with an emphasis on social value would go some way to addressing some of the issues employers face in investing in staff, training and progression opportunities, however central government would need to take the lead in implementing this;
- 4.2.4 Another challenge was around how to engage better with local communities and build better collaboration across boroughs, employers and infrastructure projects;
- 4.2.5 On a discussion on the MCA Quality Mark, members commented that the scheme would benefit from higher profile and increased use of communications to improve credibility and raise awareness within the sector. The Group also discussed how success of the Quality Mark is measured, and how well providers need to perform to keep it;
- 4.2.6 Members also discussed the MCA Hubs, including the prospectus for the next round and how best to capture the benefits of the programme and promote best practice. It was suggested that in developing the prospectus for the next round of Hub funding, officers should engage employers and seek their feedback on proposals. The programme should also have a focus on improving outcomes (not just outputs) and working with colleges to engage employers in programme design;
- 4.2.7 Key performance indicators (KPIs) for the Hubs were also discussed. Members were keen to understand whether the responsibility for the six months' sustained employment would lie with the college or the employer, and also suggested monitoring how many remain in employment between months 6 and 12;
- 4.2.8 A query was raised as to what difference and additionality the Hubs and Quality Mark provide. Officers outlined the benefits of the programme and noted that performance data which identifies additionality of the hubs would be circulated to the Group once activity was underway. It was also suggested that case studies would be a good way to demonstrate the differences made as a direct result of the funding; and
- 4.2.9 Other areas of discussion included job brokerages, and how they need to be better used to effectively generate supply; the London Local Labour Initiative; and the Unite construction charter, including the benefits of moving towards more direct employment.

- 4.3 Following the discussion, the Chair suggested that a report be brought to the next meeting setting out how the Group can measure if the MCA programme is a success, and taking into account the issues raised around career progression, procurement and social value.

RESOLVED:

The SfL Construction Sub-Group:

- (a) **Noted the plans for the refresh, review, reopen plan for the Mayor's Construction Academy (MCA) Quality Mark;**
- (b) **Noted the progress to date in the implementation of the MCA Hubs and endorsed the options set out for the second round of MCA Hub funding;**
- (c) **Noted progress on the MCA element of the Skills for Londoners Capital Fund; and**
- (d) **Agreed that a report would be brought to the next meeting setting out how success of the MCA programme is measured, and taking into account the issues raised around career progression, procurement and social value.**

5 CITB and Government's National Retraining Scheme

- 5.1 Caroline Roberts presented an overview of CITB's Construction Skills Hub, and set out how this initiative aligned to the Government's National Retraining Scheme as well as the MCA Hubs and other construction skills initiatives.
- 5.2 During the discussion that followed, it was noted that measures for this programme were currently being developed, however there would be both formative and summative evaluations to ensure it was running effectively. The key challenges identified already included improving progression pathways and sustainable employment. It was noted that, unlike the MCA Hubs, this programme funded outcomes and therefore could look to directly measure impacts in these areas.
- 5.3 Members also discussed the use of social media to promote the construction industry to young people, with an example provided of the National Skills Academy for Rail using a series of videos to demystify careers in the industry and engage young people.

5.4 RESOLVED:

The presentation and subsequent discussion were noted.

6 MCA and CITB careers campaigns

- 6.1 The Board were provided with an overview of the MCA Careers Campaign. Funded by the GLA's Business Rates Retention Pilot, the campaign would involve a tailored programme to promote construction careers in London and specifically target those underrepresented in the sector, including women and BAME individuals.
- 6.2 Members heard that the campaign would launch at the Skills London event in the autumn and a number of mechanisms would be used to promote the campaign, including social media. The Chair suggested that officers also look into whether the Transport for London network could be used to advertise the campaign.

- 6.3 It was also noted that the Deputy Mayor for Planning, Regeneration and Skills had met with the Chief Executive of CITB to discuss how the London campaign can align with CITB's national campaign.
- 6.4 During the subsequent discussion, Members provided the following comments:
- 6.4.1 It was important that the campaign had a wider focus on infrastructure, and not just housebuilding. Officers noted that the Mayor's manifesto pledge focused on housebuilding and the focus to date had been in this area however the remit of the campaign would be wider;
- 6.4.2 The campaign should also focus on sustaining careers in this sector, noting that the number of people leaving the construction industry after a couple of years was significant. It would be important to work directly with employers to address this, and this should include improving onsite behaviours, cited as a key reason for people leaving the industry; and
- 6.4.3 There was a need to pay closer attention to health, safety and wellbeing in the construction industry, particularly with regard to mental health. Officers noted that the GLA would be working with the MCA Hubs to reflect on current practice in this area, and look at how this can be improved. Further to discussions on procurement earlier in the meeting, members commented that health, safety and wellbeing of staff is something that can be built into the procurement process and incorporated into contractual requirements, however it would need to be measured on an ongoing basis to ensure it was effective.

6.5 RESOLVED:

The update and subsequent discussion were noted.

7 Date of next meeting

- 7.1 The next meeting of the Sfl Construction Sub-Group was to be confirmed.

8 Any Other Business the Chair Considers Urgent

- 8.1 There was no urgent business.

9 Close of meeting

- 9.1 The meeting closed at 3.35pm.

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Skills for Londoners Construction Sub-Group

Date of meeting: **10 December 2019**

Title of report: **Actions Arising from previous meetings**

To be presented by: **Laura Marshall, Senior Board Officer, Skills & Employment**

Cleared by: **Michelle Cuomo Boorer, Assistant Director – Skills & Employment**

Classification **Public**

1 Executive Summary

- 1.1 This report updates the Skills for Londoners Construction Sub-Group on actions arising from the previous meeting of the Group.

2 Recommendation

- 2.1 The Skills for Londoners Construction Sub-Group is asked to note the update on actions arising from the previous meeting.

3 Actions arising from the meeting of 24 June 2019

Agenda Item	Action	Status
4. Overview of the Mayor's Construction Skills priorities and Mayor's Construction Academy (MCA) Programme	That a report would be brought to the next meeting setting out how success of the MCA programme is measured, and taking into account the issues raised around career progression, procurement and social value.	An oral update will be provided at the meeting.

4 Next Steps

- 4.1 Outlined elsewhere within this report.

Appendices:

- **None.**

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Skills for Londoners Construction Sub-Group

Date of meeting: **10 December 2019**

Title of report: **Mayor's Construction Academy hubs round 2 funding update**

To be presented by: **Rachel Roberts, MCA Programme Manager (Interim)**

Cleared by: **Michelle Cuomo Boorer, Assistant Director – Skills & Employment**

Classification: **Public** (with appendices reserved from publication as they contain commercially sensitive information)

1 **Executive Summary**

- 1.1 The Mayor's Construction Academy (MCA) hub funding round 2 was launched in September 2019 with a budget of up to £1.6m and the MCA team have now scored and moderated the applications.
- 1.2 This report sets out the procurement and moderation process. It also seeks endorsement of the recommended projects and the approach to explore uses for the remaining funding, further detail on which can be found in the reserved appendices.

2 **Recommendations**

- 2.1 The Skills for Londoners (SfL) Construction Sub-Group is asked to:
 - 2.1.1 **Endorse** the four highest scoring applications, as set out at Appendices A and B;
 - 2.1.2 **Endorse** the recommended approach for the MCA team to explore alternative uses for the remaining £600k funding to benefit the new and existing hubs or wider aims of the programme, as set out at Appendix C; and
 - 2.1.3 **Note** that a report will be brought back to the Sub-Group at a future meeting with alternative uses for the remaining £600k MCA revenue funding.

3 **Introduction and Background**

- 3.1 The MCA programme aims to address London's construction skills shortage by developing a pan-London network to enable increased collaboration between skills training providers and construction employers that have vacancies to fill.
- 3.2 The programme of activity includes:

- 3.2.1 MCA Quality Mark – an annual accreditation to recognise construction provision excellence;
 - 3.2.2 MCA revenue funding – £3m over two rounds of funding to support the creation of hubs a local level, utilising coordination activity to build stronger links between training providers, employers and other actors in the construction sector such as local authorities, developers, SMEs and third sector organisations;
 - 3.2.3 MCA Capital Funding – £7.2m for Quality Marked training providers to improve the quality equipment and facilities to support high quality construction training; and
 - 3.2.4 MCA Construction Careers Campaign – £1m to improve the image of the construction industry.
- 3.3 The project runs from April 2018 to March 2022.

4 Issues for consideration

- 4.1 Following procurement, round one of MCA hub funding was launched in January 2019. Seven hubs with a total grant value of £1.47m, are providing coordination activity across London.
- 4.2 Original funding of £8m was approved under [MD2213](#). In October 2018, £3.2m additional funding was secured under the Business Rate Retention Programme to expand the hub programme, approved under [MD2363](#) and [DD2285](#). DD2285 stated that the expansion would deliver the following outputs/outcomes:
- employers engaged across all hubs; (300);
 - learners undertaking work placements; (3,000);
 - learners undertaking IAG interventions; (3,000);
 - learners progressing into employment or an apprenticeship; (1,500);
 - learners in six months' sustained employment; (700).
- 4.3 Round two of the MCA hub funding, with a maximum grant value of £1.6m, was launched 16 September 2019. The second round of hub funding had two strands: the creation of new hubs; and the expansion of existing hubs through new opportunities. In addition, the focus of the funding was expanded to include housing-enabling infrastructure skills delivery.
- 4.4 Applicants were required to respond to questions relating to the weighted areas outlined below:
- Hub scope & partnership working (30%)
 - Planning & monitoring (15%)
 - Delivery approach (30%)
 - Quality assurance (20%)
 - Sustainability strategy (5%)

- 4.5 Six applications were received by the deadline of 16 October 2019:
- There were four applications received under the strand relating to the creation of new hubs applications; and
 - There were two applications received under the strand relating to the expansion of existing hubs.
- 4.6 Each application was scored individually by two MCA team members. The scoring process began with a review of the application and collation of clarification questions which were then sent to the providers. Providers were asked to submit written responses to clarification questions and attend a meeting with the Interim MCA Programme Manager and the MCA Principal Policy Officer to talk through their project and the clarifications directly. The minutes of these meetings along with the written responses (where received) were then forwarded to the scorers, who scored individually. The scorers then met and moderated scores, providing a final score based on discussions.
- 4.7 A weighting was applied to the final scores based on percentages. The final weighted scores are detailed in Appendix A. Based on the six applications received and their final scores, it is recommended that the four highest scoring bids gain approval to progress to pre-grant negotiations. Full applications are available on request.
- 4.8 These recommended projects total £1m, leaving £600k funding unallocated. The MCA team will explore alternative uses for the remaining £600k funding to benefit the new and existing hubs or wider aims of the programme.
- 4.9 The total outputs of the recommended hubs and are detailed in Appendix B:

5 Equality comments

- 5.1 All round 2 hubs have committed to the same ambitious learner numbers from underrepresented groups within the sector as the round 1 hubs:
- 5.1.1 Female learners target of 30% each indicator
- 5.1.2 BAME learners target of 32% of each indicator

6 Risks arising / mitigation

- 6.1 Delays to go-live of round two / MCA team will be commencing pre-grant agreements as soon as approval is achieved. Learning from the round 1 process will be brought into round 2 so the process is completed at pace before financial year end.
- 6.2 Due diligence issues delay hubs entering into grant / Finance to be engaged with financial evidence as soon as approval has been granted.
- 6.3 Hubs round 2 fail to deliver ambitious targets / targets will be interrogated as part of pre-grant negotiation process and deliverability challenged.

7 Legal Comments

- 7.1 Once approval has been given, Legal will support the MCA team to enter into grant agreements.

8 Financial Comments of the Executive Director Resources

- 8.1 This report has no current financial implications other than to explore the future alternative use of the remaining £600k funding to benefit the new and existing hubs or wider arms of the programme. The alternative uses of the £600k, will be addressed in a future board paper.

9 Next steps

- 9.1 Following consideration by the Sub-Group, the timescales for delivery will be as below:

Activity	Timeline
Director's Decision approval	January 2020
Pre-grant negotiations commence	January 2020
Announcement	March 2020
Delivery Start Date	March 2020
Final evaluation start and finish (external)	September 2019 – March 2021* *additional evaluation required for phase 2
Delivery End Date	31 March 2022
Project Closure	31 March 2022

Appendices:

- **Appendix A** – Weighted scores for applications (*reserved from publication*)
- **Appendix B** – Proposed output delivery from applications (*reserved from publication*)
- **Appendix C** – Early ideas for use of remaining £600k (*reserved from publication*)

NOT FOR PUBLICATION

This paper is reserved from publication as it is considered that it may be exempt from disclosure under the Freedom of Information Act.

Documents are Restricted.

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Skills for Londoners Construction Sub-Group

Date of meeting: **10 December 2019**

Title of report: **Mayor's Construction Academy Stakeholder Engagement Update**

To be presented by: **Beth Penwarden, Principal Policy Officer, Skills & Employment**

Cleared by: **Michelle Cuomo Boorer, Assistant Director – Skills & Employment**

Classification: **Public**

1 Executive Summary

- 1.1 This report sets out the range of stakeholder engagement activities under way to support the impact of the Mayor's Construction Academy (MCA) programme, focusing on employers and training providers as key groups.
- 1.2 Of note are the development of the MCA Provider Network and a series of employer workshops which will focus on developing solutions to particular sector challenges.

2 Recommendation

- 2.1 The Skills for Londoners Construction Sub-Group is asked to:
 - 2.1.1 **Endorse** the proposed approach to stakeholder engagement for the MCA programme.

3 Introduction and Background

- 3.1 The MCA is a skills programme operating in a complex network of stakeholders with widely varying degrees of connectedness. A core objective of the programme is to improve the interactions and connections within this network of stakeholders.
- 3.2 This stakeholder engagement plan sets out the MCA's approach to working with stakeholders across the sectors involved in the network. It identifies both general groups and key actors and proposes a number of coordinated activities to support the successful delivery of the other projects within the programme, most notably the Hubs and the Quality Mark provider network.
- 3.3 The activities set out in this plan have been developed in consultation with colleagues in Housing and Land, the London Enterprise Advisors Network and the Business Engagement Team. They have also been tested in principle with the Home Builders Federation, Construction Industry Training Board (CITB), Mark Farmer, The Supply Chain Sustainability School and a selection of employers.

4 Issues for consideration

Key messages

- 4.1 The overall message of the MCA programme is to help more Londoners train in the skills they need to access construction sector vacancies on the capital's housing construction sites, especially to:
- 4.1.1 Get more women and BAME Londoners skilled in jobs required by the construction sector, now and in the future;
 - 4.1.2 Scale-up initiatives and provision working well so that Londoners can enter and progress in career in the construction sector;
 - 4.1.3 Intensify local collaboration, particularly between construction skills training providers and SMEs; and
 - 4.1.4 Support the development of training provision for the construction of precision-manufactured housing in London.
- 4.2 Communication channels:
- Website
 - Press announcements
 - Skills for Londoners Construction Sub-Group
 - MCA events
 - Provider visits
 - Emails
 - Newsletter / Bulletins
 - MCA mailbox

Stakeholder Responses

- 4.3 Training providers and employers will receive tailored interventions to support their full engagement with the programme. The following sets out the challenges, opportunities, proposed interventions and associated outcomes.

Training Providers

(further education, higher education and independent training provision)

Challenges and opportunities

- 4.4 High financial pressure and general instability across the sector, but particularly in FE.
- 4.5 Training offer driven by learners rather than employers due to a mix of financial incentives and poor quality of information available.
- 4.6 Shift towards outcomes-based models should incentivise providers to engage in the learner journey beyond completion/achievement rates.

Proposed Interventions

- 4.7 **Quality Mark:** entry level engagement – providers’ application for the Mark indicates an appetite to evidence good practice and to do more. Providers holding the mark will be promoted online and through the hubs as preferred providers of construction training in London. They will also have (initially) exclusive access to the MCA Provider Network.
- 4.8 **MCA Provider Network:** bi-annual meetings supported by smaller task-and-finish groups to take forward any work arising. The network will work to establish a sense of a London construction training provision offer by:
- surfacing alignment between offers to ensure learners stay engaged and exit training work-ready, referred in to recruitment processes as close to completion as possible;
 - enabling referral between partners to ensure learners access the right courses for them, as locally as possible;
 - challenging providers to work together to address gaps in the London offer to ensure that the profile of the learners leaving training fits the opportunities available in London wherever possible.

Employers

(clients, developers, main- and sub-contractors)

Challenges and opportunities

- 4.9 Highly fragmented and specialised supply chain which disincentivises employer action to address market failures.
- 4.10 While there is good practice embedded in many of the main contractors, this does not seem to be reaching down through the supply chain.
- 4.11 Employers are responsive to the Mayoral brand, and there is openness to working in partnership in some areas.

Proposed interventions

- 4.12 Officer participation in existing groups and forums to facilitate information sharing.
- 4.13 A series of workshops designed to supplement the work of the Hubs, bringing together conversations that are played out across London but which will direct employers back to the Hub for implementation. Initial conversations with industry stakeholders have been undertaken to identify aligning priorities, to mitigate duplication and to test the proposed themes set out below:
- **Mental health:** every day two members of the construction work force take their own lives. The industry has entrenched physical health and safety working practices; this stream will work with employers to explore how we can do the same for mental health.
 - **Diversity:** while positive steps have been taken towards improving gender balance in the sector, there is much further to go for women, BAME Londoners and disabled people. This stream will look at going beyond

diverse recruitment, working to promote and embed diversity through every level of organisations in the sector.

- **Modern Methods of Construction (MMC):** although work is underway to set a new tone towards embedding MMC in procurement and planning, little is yet understood about the labour market in this area. This stream will convene employers and providers already operating in this space to get a sense of what is happening on the ground, emerging trends and the opportunities/challenges that are emerging.

- 4.14 Development of case studies to support sharing of good practice and encourage employers to explore new ways of working. A template case study is underway with Tideway, exploring the roles of the client, main- and sub-contractors to ensure successful recruitment and retention of apprentices. Case studies are also being gathered through existing relationships and will be promoted on the website, through the newsletter and other channels.
- 4.15 Other key partners include: local authorities; sub-regional partnerships; London Councils; employer groups and federations; CITB; and, GLA colleagues. All of these partners will be engaged through periodic attendance at relevant meetings and events, one-to-one relationship management and through the MCA newsletter.

Progress

- 4.16 The website is under review to include more information about the Hubs and to promote the case studies we are collecting.
- 4.17 The Skills for Londoners Construction Sub-Group has been established and is meeting regularly.
- 4.18 The newsletter is in development. This will be shared with our stakeholder list to both promote and share learning, but also to help stakeholders to choose how and where to most strategically engage with the Hubs and other elements of the programme.

5 Equality comments

- 5.1 The plan set out above directly addresses matters of equality through the employer workshops set out targeting mental health and diversity. Through these workshops, the GLA will provide sector leadership to go beyond superficial interventions such as 'mental health days' which, while important, are not necessarily benefiting the majority of the workforce.
- 5.2 Equalities issues also take a standing role on the agendas of all our structured engagement activities, to ensure that issues of inclusion and fairness continue to be addressed through all our work with partners.

6 Risks arising / mitigation

- 6.1 Not applicable.

7 Legal Comments

7.1 Not applicable.

8 Financial Comments of the Executive Director Resources

8.1 There are no direct financial implications arising from considerations contained within this report.

9 Next steps

9.1 Consultation with employer groups to devise content for the proposed series of workshops.

9.2 MCA team to publish website updates before Christmas 2019.

9.3 MCA team to draft and issue first iteration of the stakeholder newsletter before Christmas 2019.

9.4 MCA team to provide quarterly updates on stakeholder engagement activities on a rolling basis. These will cover delivery and achievements in the previous quarter and planned activities for the coming quarter.

Appendices:

None.