

Skills for Londoners Board

AGENDA

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

Date 19 March 2020

Time 9.00am

**Place US G-03-20 Meeting Room, 169
Union Street, London SE1 0LL**

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.

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

Contact Officer: Laura Marshall, Senior Board Officer, Skills & Employment

Telephone: 020 7084 2724

Email: Laura.Marshall@london.gov.uk

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 5 – 12)

Members are asked to approve the minutes of the meeting held on 10 December 2019.

4 Actions arising from previous meetings (Pages 13 – 14)

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

5 Skills for Londoners Governance Update (Pages 15 – 18)

To be presented by Rachel Greenwood, Board Secretary, Skills & Employment.

6 Mayor's Construction Academy Hubs

a) Transport for London (TfL) Hub (Presentation)

To be presented by Laura Miller, TfL.

b) ICF Evaluation (Presentation)

To be presented by Steph Charalambous, ICF.

c) MCA Hub Performance Update (Pages 19 – 26)

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

7 MCA Capital Projects and Targets (Oral Update)

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

8 Stakeholder Engagement Activity (Presentation)

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

9 Quality Mark Update (Oral Update)

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

10 Date of next meeting

Future meetings of the Skills for Londoners Business Partnership are subject to confirmation after the Mayor of London and London Assembly elections on 7 May 2020.

11 Any Other Business the Chair Considers Urgent

This page is intentionally left blank.

Skills for Londoners Board

MINUTES

**Meeting Skills for Londoners
Construction Sub-Group****Date Tuesday 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.

Members present:

Laura Dubeck (Acting Chair)
Bunmi Atta
Shenaaz Chenia
Steve Drury
Paul Gallagher
Seamus Keogh
Brian McKeown
Jessica Mellor-Clark
Martyn Price
Janette Welton-Pai

Also in attendance:

Matt Bailey, Senior Policy Officer, Skills & Employment
Alice Cook, Build UK
Michael Heanue, Principal Policy Officer, Skills & Employment
Laura Dubeck, Senior Manager – Programme Delivery, Skills & Employment
Francesca Lewis, Housing Policy Manager, Housing & Land (Item 1-5)
Laura Marshall, Senior Board Officer, Skills & Employment
Beth Penwarden, Principal Policy Officer, Skills & Employment
Rachel Roberts, MCA Programme Manager (Interim), Skills & Employment
Sarah Spindler, Senior Project Officer, Delivery, Skills & Employment

**Skills for Londoners Board
Construction Sub-Group
10 December 2019
Minutes**

1 Introductions and apologies

- 1.1 Apologies for absence were received from the Chair, Cllr Peter John. Laura Dubeck chaired the meeting on his behalf.
- 1.2 The Chair welcomed members to the Group and led a round of introductions.
- 1.3 Apologies for absence were also received from Andy Carson, Mark Farmer, Sarah Garry (Alice Cook attended in her stead), Jenny Herdman, Yvonne Kelly, Tom McLoughlin and Caroline Roberts.

2 Declarations of Interest

- 2.1 There were no declarations of interest.

3 Minutes of the Previous Meeting

3.1 RESOLVED:

The minutes of the meeting held on 24 June 2019 were agreed as a correct record.

4 Actions Arising

- 4.1 The Group received an update on an outstanding action relating to how the success of the MCA would be measured. Members noted that the procured impact evaluation was currently taking place and an interim evaluation report would be available at the end of the financial year. This interim evaluation would be brought to the next meeting.
- 4.2 Members received an update on career progression, specifically noting that forthcoming stakeholder engagement activity would address this in relation to underrepresented groups.
- 4.3 Members also discussed procurement and social value with the Chair explaining that her team felt that procurement and social value were issues not within scope of the programme and therefore should not be taken as a measure of success of the existing programme.
- 4.4 Members requested up to date output figures and some context for the next meeting.

**Skills for Londoners Board
Construction Sub-Group
10 December 2019
Minutes**

- 4.5 Members felt that procurement and social value were key issues that should remain a focus for the MCA programme. The Chair explained that procurement and social value were still important themes, and the team would feed back any learning to the Group.
- 4.6 Paul Gallagher mentioned upcoming social value research that he would be able to share with the Group in early 2020.
- 4.7 Members queried point 3.2 from the minutes of the 24 June 2019, specifically the inclusion of 'infrastructure' in the Group's remit. The Clerk and the MCA Programme Manager (Interim) would review the Terms of Reference and circulate wording to the Group for approval.
- 4.8 **RESOLVED:**
- (a) The actions arising from the previous meeting were noted;**
 - (b) Members requested up to date output figures and some context for the next meeting; and**
 - (c) The Clerk and the MCA Programme Manager (Interim) would review the Terms of Reference and circulate wording to the Group for approval.**

5 Mayor's Construction Academy Hubs Round 2 Funding Update

- 5.1 The Group received a report and presentation setting out the Mayor's Construction Academy (MCA) Round 1 Hub activity to date, the MCA Hub Funding Round 2 applications, and suggested uses for any remaining funds. The MCA Programme Manager (Interim) went through each of the six applications for the MCA Hubs Round 2 Funding, which included two applications for the expansion of existing Hubs and four applications for the creation of new Hubs.
- 5.2 Members noted the scoring of the application process and reviewed the scoring of the seven applications.
- 5.3 The MCA Programme Manager explained that the recommended projects totalled £1m which left £600k funding unallocated. Members noted that the remaining £600k funding would need to be spent by March 2022 to deliver the aims of the MCA.
- 5.4 Members heard several early ideas for alternative uses for the remaining funding which included:
- 5.4.1 Securing budget for Housing and Land colleagues around London Local Labour Initiative (LLLI) and demand planning activity as recommended by the Homes for Londoners Construction Skills Sub-Group;

**Skills for Londoners Board
Construction Sub-Group
10 December 2019
Minutes**

- 5.4.2 Supporting small sub-contractors with Mental Health First Aid;
- 5.4.3 Supporting hubs through an online brokerage tool, shared systems additional staff resource (tracking job outcomes or marketing); or
- 5.4.4 Extending the life of existing Hubs by one year.
- 5.5 The Housing Policy Manager, Housing and Land explained that Housing and Land did not currently have an agreed budget to progress their wider MCA activity around the LLLI and demand planning. Members noted that there had been issues with recruitment however a new member of staff would be joining this team in January 2020.
- 5.6 The Group agreed that the Section 106 and LLLI work was important and that at least some of the remaining funding should go to this work.
- 5.7 Members asked why Round 1 Hub funding was coming to an end in March 2021 if the delivery period had been extended by another year and suggested that the remaining funding could be used to fund Round 1 and Round 2 Hubs concurrently until March 2022, ensuring that all Hubs finish at the same time. The MCA Programme Manager (Interim) explained that Round 1 Hubs had had the opportunity to apply for an extension/expansion, but some had not taken it. It was also noted that the aim was that the Hubs would be self-sustaining. Members thought that it would be useful to understand why some MCA Hubs Round 1 had not applied for extensions.
- 5.8 Janette Welton-Pai queried the suggested use for remaining funding, outlined at point 5.4.3 above, specifically stating that the existing Hub Coordinator role should already be tracking job outcomes and leading on marketing activities. Members therefore felt that additional funding should not be required for this.
- 5.9 Other points discussed included:
- The importance of monitoring rolling programmes, tracking original commitments once parameters had been worked through, and acknowledging if more support was needed;
 - The importance of understanding how many people were staying in employment long term. The MCA Programme Manager (Interim) explained that this information was being captured and it would be brought to the next meeting; and
 - The importance of understanding the impact of the Round 1 Hubs work so far.
- 5.10 Paul Gallagher felt that it would be useful to understand the aggregate outcomes that were already going to happen and the partnerships that already existed before the MCA Round 2 funding was provided. The MCA Programme Manager (Interim)

**Skills for Londoners Board
Construction Sub-Group
10 December 2019
Minutes**

explained that baseline figures were collected. The Chair asked that the table from Appendix B be updated and recirculated to the Group to show baseline figures so that Members could view the uplift for each outcome and Hub.

- 5.11 Members queried the figures for the MCA revenue funding (£3m over two rounds of funding to support the creation of hubs at a local level) and the MCA Capital Funding (£7.2m for Quality Marked training providers to improve the quality of equipment and facilities to support high quality construction training). Members asked that clear targets for the capital projects / Hub projects and progression were brought to the next meeting.

5.12 **RESOLVED:**

The Skills for Londoners (SfL) Construction Sub-Group:

- (a) Endorsed the four highest scoring applications, as set out at Appendices A and B of the report;**
- (b) Requested that the MCA team provided baseline data and the uplift for each outcome and project for Appendices A and B of the report;**
- (c) Endorsed the recommended approach for the MCA team to explore alternative uses for the remaining £600k funding, suggesting that part of this funding should be allocated to the Housing and Land team to progress wider activity around LLLI and demand planning;**
- (d) Noted that a report would be brought back to the Sub-Group at a future meeting with agreed uses for the remaining £600k MCA revenue funding;**
- (e) Requested figures on how many people were staying in employment long term be brought to the next meeting; and**
- (f) Requested that clear targets for the capital projects / Hub projects and progression be brought to the next meeting.**

[Francesca Lewis left the meeting].

6 Careers Update

- 6.1 The Board were provided with an update on the Careers Programme, specifically the increase in engagement and the drive for recruitment.
- 6.2 Members heard that there had been engagement with Skills London at ExCeL (the UK's biggest jobs and careers event for 15-24 year olds), whereby approximately 35,000 people attend over two days. The GLA had committed to support this event for three years and Skills London 2019 was the first year of the three. Officers

**Skills for Londoners Board
Construction Sub-Group
10 December 2019
Minutes**

explained that the format of the Skills London 2020 event could be discussed with the Board.

- 6.3 Members noted that there would be an event at City Hall in March 2020, to coincide with the national Careers Week campaign. This event would take place in the London Living Room and it was not yet defined. The Skills & Employment Unit were working with the Housing and Land Team. Proposals for the event would be shared with the Board for their comment.
- 6.4 It was also noted that the London Enterprise Adviser Network (LEAN) had expanded, meaning that more businesses were connecting with schools and colleges, helping young people build the skills and experiences needed to lead successful futures. Members noted that 20% of the total network reach was linked to construction outputs, which this initiative would be funding.
- 6.5 Members heard that one of the aims of the MCA was to improve the supply of skilled construction workers (including more women and BAME Londoners). Michael Heanue explained that the Workforce Integration Network (WIN) was established by the Mayor of London to help improve pathways for underrepresented groups in the workplace. WIN were targeting BAME males and the Skills & Employment Unit were supporting this network.
- 6.6 Jessica Mellor-Clark explained that 75% of Be Onsite's employees were BAME and stated that she was happy to work with WIN and the Skills & Employment Unit.
- 6.7 Bunmi Atta queried whether WIN were assisting students that were completing degree programmes that included a sandwich placement or industrial placement. Michael Heanue explained that WIN were focussing specifically on "Not in Education, Employment or Training" (NEET) candidates. Michael Heanue stated that he would ask WIN to widen their scope to include students completing degree programmes with sandwich placements.
- 6.8 Members noted the campaign that the Construction Industry Training Board (CITB) were launching in early 2020 which would specifically target young people. Members were concerned that the campaign might not reach everyone, specifically vulnerable groups. Alice Cook, Build UK explained that Go Construct was targeting vulnerable groups, including military veterans that struggled to get back into the workplace.
- 6.9 Janette Welton-Pai felt that the CITB campaign offered an opportunity for the GLA to target specific groups such as parents and carers.
- 6.10 **RESOLVED:**

(a) Proposals for the event at City Hall which would coincide with the national Careers Week campaign would be shared with the Board for their comment; and

(b) The update and subsequent discussion were noted.

7 Mayor's Construction Academy Stakeholder Engagement Update

- 7.1 The Group received a report and presentation setting out the range of stakeholder engagement that was under way to support the impact of the MCA programme, specifically focussing on employers and training providers as key groups.
- 7.2 Members noted the development of the MCA Provider Network and a series of employer workshops which would focus on developing solutions to particular sector challenges.
- 7.3 Members heard that these workshops had been designed to supplement the work of the Hubs. Proposed themes for the workshops included mental health, diversity and Modern Methods of Construction (MMC).
- 7.4 The Group noted that the MCA team were developing case studies to support the sharing of good practice and encourage employers to explore new ways of working. Other work included a review of the website and the development of a newsletter that would be shared with stakeholders to promote and share learning.
- 7.5 Members asked that the MCA team develop a bulletin based on the information included in the newsletter. This bulletin could be used and circulated to a wider group of stakeholders by all Members of the Sub-Group.
- 7.6 Janette Welton-Pai felt that the stakeholder engagement for the MCA Programme needed to focus on social media, especially LinkedIn. Members agreed that social media would have a big impact.
- 7.7 Steve Drury felt that employer engagement and using the supply chain within boroughs was key.
- 7.8 **RESOLVED:**

The Skills for Londoners (SfL) Construction Sub-Group endorsed the proposed approach to stakeholder engagement for the MCA Programme.

8 AEB Funds to Support Adult Learning in Construction

- 8.1 Presentation notes would be circulated to all Members after the meeting. Members were urged to send any comments/questions back to Matt Bailey, Senior Policy Officer, via the Clerk.

**Skills for Londoners Board
Construction Sub-Group
10 December 2019
Minutes**

9 Date of next meeting

- 9.1 Members noted that the next meeting of the SfL Construction Sub-Group would take place in April/May 2020. The Clerk would be in touch with a confirmed date and location.

10 Any Other Business the Chair Considers Urgent

- 10.1 Members requested that a full annual calendar of meeting dates was confirmed and circulated before the next meeting.

11 Close of meeting

- 11.1 The meeting closed at 3.17pm.

Contact Officer: Laura Marshall, Senior Board Officer, Skills & Employment

Telephone: 020 7084 2724

Email: Laura.Marshall@London.gov.uk

Skills for Londoners Construction Sub-Group

Date of meeting: **19 March 2020**

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 10 December 2019

Agenda Item	Action	Status
4. Actions Arising	Members requested up to date output figures and some context before the next meeting.	To be discussed at Agenda Item 6c.
	The Clerk and the MCA Programme Manager (Interim) would review the Terms of Reference and circulate wording to the Group for approval.	To be discussed at Agenda Item 5.
5. Mayor's Construction Academy Hubs Round 2 Funding Update	That the table from Appendix B of the agenda report be updated and recirculated to the Group to show baseline figures so that Members could view the uplift for each outcome and Hub.	Completed.

	That a report would be brought back to the Sub-Group at a future meeting with agreed uses for the remaining £600k MCA revenue funding.	
	Members requested that figures on how many people were staying in employment long term be brought to the next meeting.	To be discussed at Agenda Item 6c.
	Members requested that clear targets for capital projects be brought to next meeting.	To be discussed at Agenda Item 7.
6. Careers Update	Proposals for the event at City Hall (March 2020) which would coincide with the national Careers Week campaign would be shared with the Board for their comment.	The event at City Hall was postponed.
8. AEB Funds to Support Adult Learning in Construction	Presentation notes would be circulated to all Members after the meeting.	Completed.
10. Any Other Business the Chair Considers Urgent	Members requested that a full annual calendar of meeting dates was confirmed and circulated before the next meeting.	Completed.

4 Next Steps

4.1 Outlined elsewhere within this report.

Appendices:

- None.

Skills for Londoners Construction Sub-Group

Date of meeting: **19 March 2020**

Title of report: **Skills for Londoners Governance Update**

To be presented by: **Rachel Greenwood, Board Secretary, Skills & Employment**

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

Classification **Public**

1 Executive Summary

- 1.1 This report provides an update on the Skills for Londoners Construction Sub-Group governance arrangements in advance of the Mayor of London and London Assembly elections in May 2020.
- 1.2 It also provides an update on proposed changes to the Sub-Group's Terms of Reference.

2 Recommendations

- 2.1 The Skills for Londoners (SfL) Construction Sub-Group is asked to:
 - 2.1.1 **Note** the updates set out in this report, including changes to the SfL governance arrangements ahead of the Mayor of London and London Assembly elections in May 2020; and
 - 2.1.2 **Note** the proposed updates to its Terms of Reference should the Sub-Group be re-established following the elections.

3 Introduction & background

- 3.1 The SfL Construction Sub-Group (formerly the Mayor's Construction Skills Advisory Group) was established by its parent body, the Skills for Londoners Board, in September 2018 to steer and support the delivery of the construction careers campaign, the roll out of the Mayor's Construction Academy (MCA) capital investments, and any future expansion of the MCA Hubs remit.
- 3.2 This report provides an update on the governance arrangements for the SfL Board and Business Partnership and their subordinate bodies ahead of the Mayor of London and London Assembly Elections in May 2020, and on proposed updates to the Sub-Group's Terms of Reference.

4 Issues for Consideration

SfL Governance Arrangements

- 4.1 The pre-election period for the Mayor of London and London Assembly elections begins on 23 March 2020 and due to the restrictions in place during this time, we will not be holding any formal meetings of the SfL Board, Business Partnership or their subordinate bodies.
- 4.2 As is usual practice, in the lead-up to the Mayoral election and in line with member terms of appointment, members will be stood down at the end of the Mayoral term. Subordinate bodies will also be disbanded and the SfL governance structure will be reviewed at the start of the new Mayoral term to ensure it is responsive to any new policy development and manifesto commitments. Officers will discuss this in further detail and respond to any queries at the meeting.

Terms of Reference

- 4.3 In a previous meeting, Members had requested that 'infrastructure' be included in the Group's remit and its Terms of Reference updated to reflect this.
- 4.4 Officers from the Skills & Employment Unit have consulted with colleagues from the Housing and Land, GLA and it is proposed that the term 'housing enabling infrastructure' be added to the Terms of Reference.
- 4.5 However, as this is the last meeting of the Sub-Group before the pre-election period begins, this update will be formally incorporated into the Terms of Reference with any other necessary updates should the Sub-Group be re-established following the Mayor of London and London Assembly elections.

5 Equality Comments

- 5.1 In carrying out any functions in respect of his skills and employment programmes, the Mayor will comply with the public sector equality duty under section 149 of the Equality Act 2010.
- 5.2 Section 149(1) of the Equality Act 2010 provides that, in the exercise of their functions, public authorities – of whom the Mayor is one – must have due regard to the need to:
- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
 - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
 - foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 5.3 Relevant protected characteristics are age, disability, gender re-assignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

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 to the GLA arising from the considerations set out in this report.

9 Next steps

9.1 The next steps following consideration by the SfL Construction Sub Group are as follows:

Activity	Timeline
GLA Pre-Election Period	23 March 2020 until 7 May 2020
Mayor of London and Assembly Election	7 May 2020

Appendices:

None.

This page is intentionally left blank.

Skills for Londoners Construction Sub-Group

Date of meeting: **19 March 2020**

Title of report: **Mayor's Construction Academy hubs – performance update to end Q3 2019/20**

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

Cleared by: **Laura Dubeck – Senior Manager, Skills & Employment**

Classification: **Public**

1 Executive Summary

- 1.1 The Mayor's Construction Academy (MCA) hub funding round 1 was launched in Q4 2018/19 with seven hubs delivering coordination activity across London.
- 1.2 This report outlines hub performance to December 2019/20 and has been prepared for the Skills for Londoners (SfL) Construction Sub-Group.

2 Recommendations

- 2.1 The Skills for Londoners Construction Sub-Group is asked to:
 - 2.1.1 **Note** progress to date on the seven hubs; and
 - 2.1.2 **Consider** the challenges facing some hubs and explore possible solutions.

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 improved partnership and collaboration between skills training providers, construction employers who have vacancies to fill and other key players in the construction industry.
- 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** – £2.47m over two rounds of funding to support the creation of hubs at 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, small to medium-sized enterprises (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 promotional activity 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 Seven hubs successfully secured funding in round one and went live towards the end of Q4 2019/20. The defined hub areas across London are outlined in Appendix A.

4.2 Hub leads and the value of grant awarded is detailed below:

Hub Leads	Grant Awarded
College of Haringey Enfield & North East London (CONEL)	£210,000
LB Barking & Dagenham	£200,000
LB Camden	£200,000
London South Bank University (LSBU)	£249,750
London South East Colleges (LSEC)	£166,500
Transport for London (TfL)	£250,000
Ealing Hammersmith & West London College (EHWLC)	£200,448
Total	£1,476,698

4.3 In round two of the hub funding, four hubs (three new hubs and one hub extension) successfully secured funding and are in the process of moving into grant. They will commence delivery this month (March 2020).

4.4 The GLA is funding staff resource to improve coordination across the defined hub area rather than delivery such as construction training or information advice and guidance (IAG). The delivery is funded from other sources such as the GLA Adult Education Budget, Education and Skills Funding Agency (ESFA) Apprenticeships, Construction Industry Training Board (CITB) Construction Skills Fund and Section 106.¹

4.5 This delivery is shared on a quarterly basis as part of the reporting to the GLA to show an uplift as a result of hub coordination activity. The hubs also provide a written report providing qualitative examples of coordination activity to evidence best practice and explore the challenges facing the hub partnership.

¹ Section 106 (S106) agreements are made between local authorities and developers and can be attached to a planning permission to mitigate any negative effects associated with proposed development. Training and employment clauses are a common feature of S106 agreements. The local authority, as planning authority, sets a target for jobs that are to be sourced locally and these obligations are passed onto contractors and sub-contractors.

- 4.6 Successful hubs across both funding rounds have committed to deliver the following outputs and outcomes, including existing baseline:

Output definition	Round 1 Programme Targets	Round 2 Programme Targets	Total
Employers Engaged	1,118	2,562	3,680
Learners completing construction courses	6,957	8,909	15,866
Construction learners undertaking IAG	1,988	11,197	13,185
Construction learners undertaking work placements	443	4,752	5,195
Construction learners progressing into employment/apprenticeships	2,254	5,647	7,901
Construction learners progressing into construction employment/apprenticeships	2,254	4,307	6,561
Construction learners in sustained employment for 6 months	910	2,506	3,416

- 4.7 Appendix B (reserved from publication) shows programme level output/outcome performance to the end of Q3 2019/20. In approximately ten months of delivery good progress has been made against the targets.
- 4.8 A number of outputs targets have been exceeded, with *learners completing construction courses* at 111% against target and *construction learners undertaking IAG* at 166% against target. In addition, a number of outputs are within 5% of target: *employers engaged* at 95% and *construction learners in six months sustained employment* at 96% against target.
- 4.9 Outputs/outcomes we are working to improve are *work placements* which is currently at 51% against target, and *construction learners progressing into employment/ apprenticeships* and *construction learners entering construction employment/ apprenticeships* totalling 68% and 73% against target respectively. The shortfall against the two job outcome targets could be due to reporting issues which are explored further below. We know of two hubs that will be reporting job outcomes in Q4.
- 4.10 The GLA convenes a quarterly best practice meeting where Hub Coordinators share lessons learnt and work collaboratively to respond to challenges facing the sector.
- 4.11 There are consistent challenges that all hubs appear to be facing. These include:
- 4.11.1 **Administration** – the challenge of capturing outputs from a wide range of organisations with different reporting deadlines. Most hubs have found that they struggle to provide a full picture of delivery across the hubs, with some partners omitting equalities data, or not reporting on all outputs/outcomes consistently. Given partners receive no funding for this additional administration, Hub Coordinators struggle to lever in additional support around this activity.
- 4.11.2 **Job outcomes** – training providers are not funded to deliver outcomes, so this is not currently captured in a consistent manner across the sector. Providers are currently exploring a variety of different options to increase the capture of job outcomes. For example: Ealing

Hammersmith & West London College (EHWLC) have commissioned a market research company to track construction learners; and TfL are running out of hours 'call centre' evenings/weekends to contact learners who they believe to be in employment, however this is resource intensive.

4.11.3 Job sustained outcomes – the nature of construction employment means that sustaining full time employment for six months can be challenging. Whilst job sustained performance has been positive to date, in the second round of hub funding we encouraged job brokerage involvement, as this can provide additional support for learners who struggle with ongoing employment opportunities.

4.11.4 Equalities targets – All hubs acknowledge the scale of the task to meet black, Asian and minority ethnic (BAME) targets (32%) and, in particular, women targets (30%). All hubs have engaged with specialist organisations to support recruitment, training and employment support for learners from equalities groups.

- **BAME targets** – whilst we have reported positive BAME figures around IAG and completion of construction courses at 43% and 50% respectively, a pattern around lower construction employment and sustained employment outcomes seems to be emerging across the hubs, which is reflected in the lower figures of 24% and 16% respectively. This could be a reporting issue as outlined above, and the programme has requested each hub carry out an end of year reconciliation of performance so we can interrogate this further.
- **Women targets** – whilst all figures are below the 30% target, when compared to the 2017/18 baseline it is possible to see positive improvement. For IAG, women represented just 6% of learners completing construction courses in the hub baseline data relating to 2017/18 and in 2019/20 are now 13%. Similarly, women represented 10% of those entering construction employment in hub baselines, but this has now increased to 19%.

4.11.5 Work placements – most hubs have struggled to meet their work placement targets. We have received feedback from multiple sources that employers cite insurance reasons for not being able to support work placements. We have widely circulating the Build UK [guide](#) on work experience which dispels the requirement in relation to a two week placement. This area requires more interrogation and hubs are considering different approaches to address this, for example one hub is working to embed work placements in future Section 106 agreements.

4.12 Examples of good practice arising from Hub Coordination activity:

4.12.1 LSBU – myth busting posters addressing Londoners from BAME backgrounds, gender, industry stereotypes and career progression

opportunities have been designed and are being displayed in delivery sites.

4.12.2 **LSEC** – Female focus groups focussing on participation which will help inform a future marketing campaign.

4.12.3 **TfL** – a TfL Construction Jobs Fair promoting live job opportunities with key employers to learners who have completed TfL training but have not yet secured employment. The TfL job brokerage team also in attendance to offer IAG and around CVs and interview skills.

4.12.4 **LB Camden** – mapping of construction training across the hub area and working with employers to identify gaps in provision.

4.12.5 **EHWLC** – fortnightly newsletter showcasing hub partners and activity along with efforts to build circulation and drive traffic to the hub.

4.13 Programme-wide lessons:

4.13.1 **Partnerships** – all hubs were required to detail their governance structure as part of the funding application. However, those who were able to get partners to commit to a Memorandum of Understanding or other formal agreement and have both strategic and operational level buy-in managed to establish and maintain reporting structures.

4.13.2 **Administration** – the gathering of data from across the hub is complex and time-consuming. Some hubs have drawn in additional resource either from within the organisation or have commissioned additional provision around areas of need such as outcome reporting. This enables the Hub Coordinator to focus on the partnership and strategic aspects of the role. The successful hubs in the second round have all allocated additional administrative resource, so we anticipate this will be better resourced going forwards.

4.13.3 **Equalities data** – there is some indication that whilst high numbers of BAME groups are undertaking IAG and construction training, there is a drop off in relation to job starts and jobs sustained. This is something we are interrogating further in our monitoring discussions with the hubs.

4.13.4 **Hub Coordinator** – a number of hubs ran multiple recruitment rounds to find suitable candidates who were sufficiently experienced to meet the requirements of the role. In addition, some Hub Coordinators have struggled to embed themselves in the lead organisation and have lacked management support, possibly due to the small size of the funding. The next round of hubs appear to have allocated increased management resource to support this.

4.13.5 **Baseline** – The importance of fully understanding how the baseline performance was captured has influenced pre-grant negotiations with the second round of hubs.

5 Equality comments

5.1 All hubs have committed to the same ambitious learner numbers from underrepresented groups within the sector as the round 1 hubs:

5.1.1 BAME learners target of 32% of each indicator; and

5.1.2 Female learners target of 30% each indicator.

6 Risks arising / mitigation

- 6.1 Data capture – this remains an area of concern due to the complex nature of hub reporting and the limited levers that hub coordinators have to get their partners to report the full picture in a timely manner. At recent Q3 monitoring visits officers stressed the importance of the quality of the data and have requested an annual reconciliation after the end of Q4 so we can be confident that we have a full picture of delivery, especially in relation to the equalities data. In addition, a renewed focus on developing mutually beneficial partnerships will be undertaken at the next best practice meeting.

7 Legal Comments

- 7.1 Not applicable.

8 Financial Comments of the Executive Director Resources

- 8.1 There are no direct financial implications to the GLA arising from this report which outlines the performance of the construction academy hub to date and for consideration to be given the challenges facing some hubs and explore possible solutions.

9 Next steps

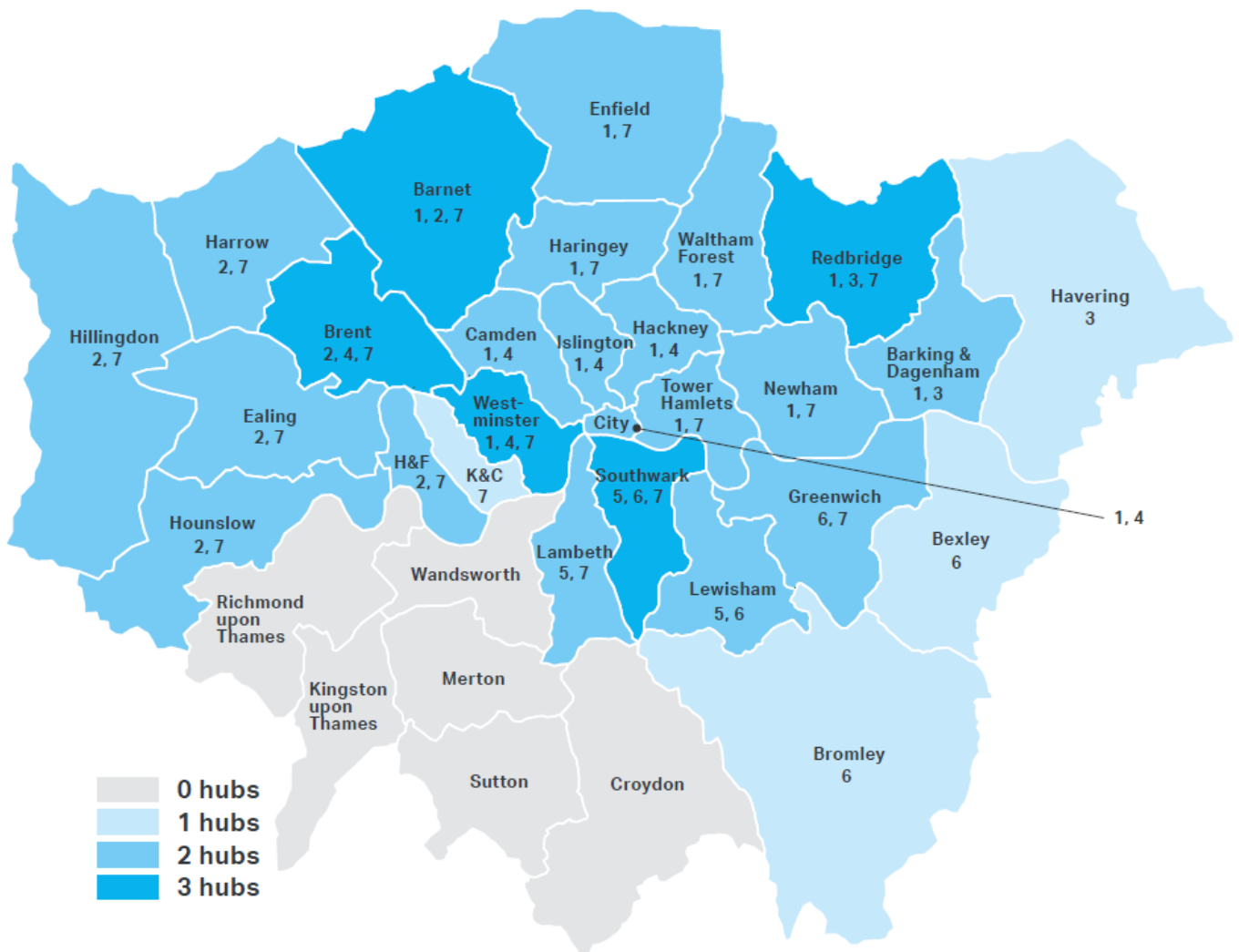
- 9.1 A year end reconciliation of performance is underway and will be submitted along with Q4 2019/20 actual performance in mid-April 2020. This will be shared at a future meeting should the Sub-Group be re-established following the Mayor of London and London Assembly elections in May 2020.
- 9.2 Round 2 hubs are progressing into grant and are in the process of going live.

Activity	Timeline
Hub round 2 approval	20/12/19
Pre-grant negotiations commence	13/1/20
Round 2 delivery start date	March 20
Round 1 delivery end date	31/3/21
Delivery End Date	31/3/22
Project Closure	31/3/22

Appendices:

- **Appendix A** – Hub Round One – area of coverage
- **Appendix B** – Programme Performance

MCA Hub Round One – areas of delivery



Key MCA Hub Lead

- 1 College of Haringey, Enfield & North East London
- 2 Ealing, Hammersmith & West London College
- 3 London Borough of Barking and Dagenham
- 4 London Borough of Camden
- 5 London South Bank University
- 6 London South East Colleges
- 7 Transport for London

MCA HUBS ROUND 1**PERFORMANCE UPDATE - Q4 2018/19 - Q3 2019/20**

Output definition	Baseline 2017/18	Target to Q3 2019/20	Actual to Q3 19/20	Performance to date (%)	Performance to Baseline 2017/18
Employers Engaged	1,612	2,684	2,541	95%	158%
Learners completing construction courses	7,153	10,830	11,975	111%	167%
Construction learners undertaking IAG	3,870	8,121	13,446	166%	347%
Construction learners undertaking work placements	1,902	4,933	2,514	51%	132%
Construction learners progressing into employment/apprenticeships	1,999	4,487	3,050	68%	153%
Construction learners progressing into construction employment/apprenticeships	1,640	3,565	2,607	73%	159%
Construction learners in sustained construction employment for 6 months	997	2,220	2,139	96%	215%

EQUALITIES PERFORMANCE UPDATE - Q4 2018/19 – Q3 2019/20

Output definition	BAME Actual as % of Actual	Women Actual as % of Actual
Employers Engaged	n/a	n/a
Learners completing construction courses	50%	10%
Construction learners undertaking IAG	43%	13%
Construction learners undertaking work placements	31%	12%
Construction learners progressing into employment/apprenticeships	29%	13%
Construction learners progressing into construction employment/apprenticeships	24%	12%
Construction learners in sustained construction employment for 6 months	16%	11%

NB: BAME target is 32% of total achievement on all outputs, Women target is 30%.

All figures are indicative based on information reported to date and some numbers are likely to increase. Hubs will be carrying out a reconciliation at the end of Q4 2019/20, so updated figures can be provided after this date.