

**MAYOR OF LONDON**

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**Mayor's Academies Programme**

# AGENDA

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Item	Presenter
Introduction	Michelle Cuomo-Boorer
<b>Context and programme overview</b>	<b>Michael Heanue</b>
Workforce Integration Network	Phyllis Abebreseh
Q&A	Michael Heanue
The Hub funding opportunity and application process	Rachel Roberts
Q&A	Michael Heanue

# CONTEXT

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## Recovery

- As a result of the pandemic, the economic context is extremely challenging. There has been a record rise in the Universal Credit claimant count in London, and specific groups\* of Londoners have been hit hard.
- The London Recovery Board identified that the following sectors present opportunities for Londoners to find good work:
  - Green
  - Creative
  - Health & social care
  - Digital
  - Hospitality (identified as an additional sector at a later stage considering its high vacancy rate post pandemic.)

These sectors include some or all of the following features:

- High vacancy rates
- Skills shortages
- Provision that does not consistently meet employer need or is not accessible
- Lack of workforce diversity/barriers to entry for specific groups
- ‘Image’ of the sector or lack of awareness amongst potential applicants

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\* Groups hardest hit by the pandemic include 16 to 24 year olds; 50+ year olds, Londoners qualified at Level 2 or below; Londoners in retail, accommodation and food, and aviation sectors; Ethnic minorities (and particularly Black, and Pakistani and Bangladeshi Londoners); Disabled Londoners; Women; Parents and carers; Londoners earning below the London Living Wage; Refugees and asylum seekers.

# ACADEMY PROGRAMME AIMS & OBJECTIVES

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**Aim:** Londoners hardest hit by the pandemic get skills, experience and good work in the creative, digital, green sectors, hospitality and health and social care

## **Core Objectives:**

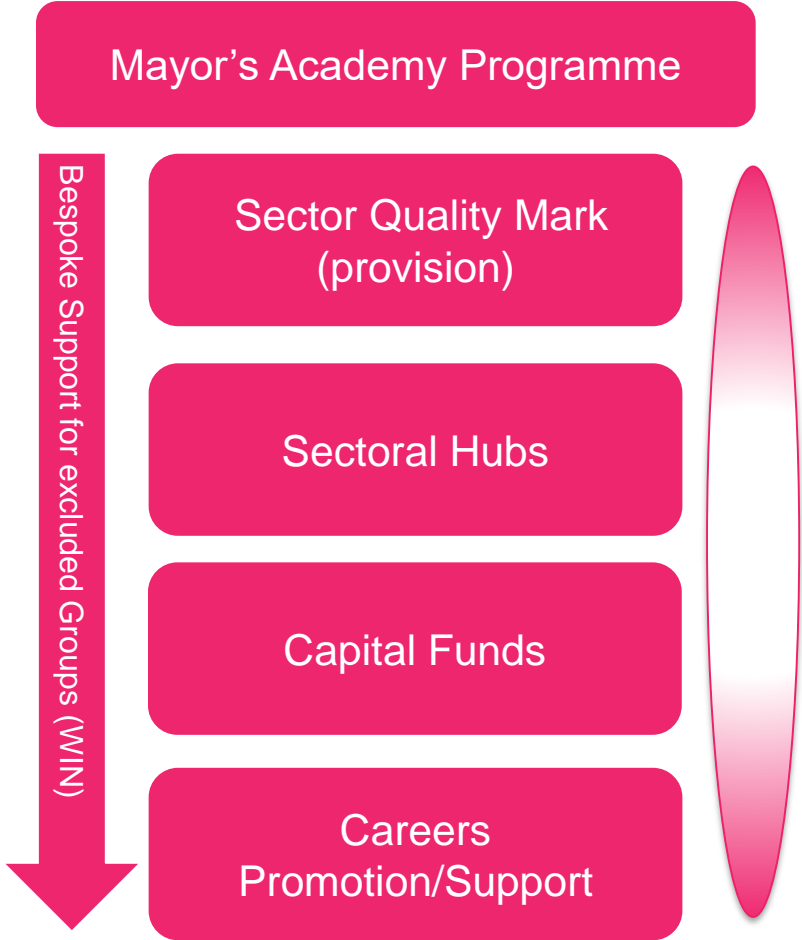
- get Londoners into good work (direct employment, apprenticeships, or self-employment/freelance) in priority sectors
- help fill vacancies in priority sectors with skilled people
- support employers to address structural barriers to engagement, recruitment, retention and progression for underrepresented groups in their industry/workforce
- raise the profile of these sectors for potential applicants
- highlight routes into and career pathways within each sector to help underrepresented groups to navigate and overcome barriers to entry
- support the Further Education (FE) sector to deliver industry relevant provision.

## **It will do this through:**

- building partnerships between employers/business, trade unions, JCP, providers, learners and other stakeholders
- delivering high quality training, advice, experience, mentoring and other support
- the Academy offer matching the skills needed by employers and in growth jobs
- providing recruitment and ongoing networking opportunities in each sector

# WHAT IS AN ACADEMY?

## Programme Overview



# WHAT IS AN ACADEMY?

## Hubs, Quality Mark and Support for excluded groups

Hubs	Quality Mark	Support for underrepresented groups
All core Academies objectives	To support the FE sector to deliver industry-relevant provision	Bespoke support to help employers engage excluded groups
<ul style="list-style-type: none"> <li>Hubs will constitute partnerships between organisations relevant to each sector</li> <li>Coordinate, build links and develop initiatives to get Londoners into good jobs in the sector</li> <li>May be area based but must form around specific sectoral/skills challenges with good employer membership</li> </ul>	<ul style="list-style-type: none"> <li>Incentivise accessible, industry-relevant provision that gets Londoners into jobs</li> <li>Raise the profile of good provision to employers and Londoners looking for <b>good work</b> (emphasising the WIN objectives)</li> <li>Provide a network of FE providers with specialisms to deliver industry-related provision</li> </ul>	<ul style="list-style-type: none"> <li>Provide support to the academies hubs to ensure those least likely to access employment opportunities can.</li> <li>Deliver WIN Design Labs across a number of academy sectors</li> <li>Provide resources and wrap-around support to implementation actions from sector-specific inclusive employer toolkits</li> </ul>
Launch bidding process - July Award bids - November Delivery Q4 (Jan-March 22)	Launch – September/October	Research commissioned – July Support offered – From Q1 22/23

# WHAT IS AN ACADEMY?

## Campaign, Capital, Convening

Campaign	Capital
To raise the profile of these sectors for potential applicants	To support the FE sector to deliver industry-relevant provision
<ul style="list-style-type: none"><li>Championing adult education to London learners and employers including in key sectors.</li></ul>	<ul style="list-style-type: none"><li>Any funding subject to availability and the endorsement of the London Economic Action Partnership (LEAP)</li></ul>
TBC	TBC - (Update by end of calendar year)

# HUB SECTORS AND SUB-SECTORS

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## Proposal for the Academies Hubs to focus on 5 sectors

### Creative

- Film and TV
- Gaming

### Digital

- Roles in the tech sector
- Digital roles within other sectors, or roles with a digital element

### Green

- Green construction (including energy-efficient retrofitting, low-carbon vehicles and active travel infrastructure)
- Green spaces and resilience
- Waste and recycling
- 'Green' roles within other sectors

### Health & care

- NHS roles
- Care

### Hospitality

- identified as an additional sector to be included in the programme remit, in light of its high vacancy rate as the sector reopens post pandemic.

**Note:** There may be synergies across sectors and so hubs covering more than one sector will be considered provided a strong rationale is set out.



# PROPOSED APPROACH FOR HEALTH & CARE

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## Health

- The NHS is a large, public-sector monopsony, with its own national workforce planning function (Health Education England) – and each of London’s Integrated Care Systems (ICS) has its own workforce strategy.
- The GLA delivered approx. **£12m AEB in H&C\* 2019/20** and will fund more through the circa £30m Good Work Fund.
- Health Education England (HEE) has now confirmed the need for funding for a hub. HEE states the health system struggles to build relationships sub-regionally; ICSs require support to co-ordinate and to reach into communities.
- **Proposal is to invite applications for one pilot hub to be funded through the programme.**

\* SSA Tier 2 1.1 Medicine and Dentistry, 1.2 Nursing and Subjects and Vocations Allied to Medicine and 1.3 Health and Social Care

## Care

- ADASS has been consulted and is proposing a London Care Academy to undertake activities which may be similar to those proposed through the GLA’s academy approach.
- Discussions are ongoing to understand the full remit of the proposed London Care Academy and how the GLA could support rather than dilute the impact of this work.
- Other features of the academy programme (quality mark/capital/campaign) may be applicable to support the work of ADASS.
- The *Proud to Care* portal could be promoted as part of the academy programme.
- **Social care therefore is not within the remit of this funding round. Discussions remain ongoing with the sector.**

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# WORKFORCE INTEGRATION NETWORK (WIN) – SUPPORT FOR UNDERREPRESENTED GROUPS

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- The Workforce Integration Network (WIN) works with employers to **identify and remove the structural barriers** that prevent underrepresented groups from accessing London's labour market and gain good quality employment.
- First phase has focussed on young Black men aged 16-24 and Construction, Infrastructure & Technology sectors.

## Workforce Integration Network model of support

### Research

Understand the unique diversity and inclusion challenges sectors face and deliver sector specific toolkits

### Employers

WIN Design Labs across some academy sectors and wrap-around support for the implementation of the Inclusive Employer Toolkits

### Young people

Supporting the employability elements of the academy hubs to address underrepresentation in the different sectors.

# WIN – DESIGN LABS AND TOOLKITS

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## Design Labs

- Year-long programme working to enact sustainable change towards more inclusive workforces
- Practical, confidential space to problem-solve and work through company-specific challenges
- Cohort-based working with up to 10 large employers per cohort
- Evidence-based, practical and action-focused
- With a view to long-term sector impact and legacy
- Adapted to the challenges you face and where you are at as a business
- Currently running two cohorts with 20 businesses across the construction and infrastructure sectors

## The Inclusive Employers Toolkit

- Step-by-step guide for employers to take action on workforce diversity and inclusion
- Sets out 17 actions across four areas:
  1. Commitment
  2. Engagement & Recruitment
  3. Retention & Progression
  4. Suppliers
- Sits alongside self-assessment form, case studies, 1-2-1 employer support and online workshops to help employers engage with and implement the toolkit
- Commissioning toolkits tailored for each of the academy sectors based on research underway into unique challenges and experiences of each sector

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# Q&A

Programme aims, objectives and overview & WIN

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# HUB FUNDING OPPORTUNITY

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## Overview

- Grant funding £3 million available for organisations to lead the establishment and delivery of hubs in the outlined priority sectors.
- **Up to £250,000** over two years towards establishing a hub. This will fund coordination, administration and marketing resource to deliver a hub over a two-year period.
- Payment structure will be as follows:
  - a. **10% of overall costs upfront** to support with the costs of project set up (subject to financial due diligence and when the grant agreement has been signed);
  - b. **60% based on defrayed costs** (to be profiled). The remaining
  - c. **30% will be subject to delivery of employment outcomes** and will be pro-rated across the quarters of delivery.

\*Londoners entering employment should meet the requirements of 'good work' as specified in the Hub prospectus

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# HUB FUNDING OPPORTUNITY – OUTPUTS & OUTCOMES

Key Outputs and outcomes	
1	NEW employers engaged from Academy sectors as a result of Hub activity
2	Employers committing to undertaking work to improve their organisation's diversity and inclusion through use of WIN toolkits and other resources
3.1	Londoners participating in training and education relating to Academy Sectors
3.2	...of which Londoners participating in NEW training and education, as a result of Hub activity, relating to Academy Sectors
4.1	Londoners into work experience placements in Academy sectors
4.2	...of which are work experience placements with NEW employers engaged as a result of Hub activity
5.1	Londoners with relevant skills entering employment, apprenticeships or paid work placements in Academy sectors as a result of Hub activity*
5.2	... of which are entering apprenticeships
6.1	Londoners from underrepresented groups entering into employment, apprenticeships or paid work placements in Academy sectors as a result of Hub activity*
6.2	...of which are entering apprenticeships

\*Londoners entering employment should meet the requirements of 'good work' as specified in the Hub prospectus

## Employment outcomes (5.1 - 6.2)

All jobs must meet the definition of 'good work', i.e.:

- is expected to last at least four weeks
- pays a basic salary of at least the London Living Wage
- is for a minimum of 16 hours per week, and
- does not involve the use of zero-hours contracts



# HUB ACTIVITIES

## Suggested hub activities

Ensuring employers' skills requirements are communicated to skills training providers and skills training availability is communicated to employers	Enabling employer-led curriculum design enhancements and ensuring work placement/employment opportunities are shared across the collaborating hub partners	Providing job brokerage assistance between local learners, skills training providers and employers	Identifying and signing up employers to take part in bespoke and intensive support delivered through the WIN Design Labs	Ensuring employers' and providers' active use of the sector specific resources, such as the inclusive employer toolkits, produced through the WIN programme
Raising awareness of the range and quality of apprenticeships and the role they can play in supporting progression and increasing the social mobility of low skilled / low paid Londoners	Raising awareness / signposting employers (of all sizes) to available support for apprenticeships, for example, the Government's apprenticeship employer incentive	Sharing with schools and colleges via the <a href="#">London Career Hubs</a> a range of employer encounters that will entice young Londoners into the relevant sectors.	Arranging additional pre-employability or learning support for Londoners with a focus on those underrepresented in each sector, to secure employment in one of the priority sectors or a related occupation	Encouraging levy transfer as a mechanism to support apprenticeship creation including via the Government's Apprenticeship Service
	Engaging with providers delivering central government's <a href="#">Restart</a> scheme in London	Establishing or using existing networks in each sector to increase and share learning on how to catalyse organisational change on workforce diversity and inclusion and how to implement and evaluate effective approaches	Raising awareness of apprenticeship standards with employers that address skills gaps identified by the sector	

# HUB LEAD ORGANISATIONS

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## Hub Lead organisation

- Any organisation can lead a hub, however please consider:
  - The lead organisation (along with key partners) should have previous **experience of engaging with and responding to employer needs** within their proposed sector(s) of delivery
  - They should also have sufficient **capacity** to swiftly and effectively employ and host a hub coordinator to manage the day-to-day activities of the hub.

## Hub Lead responsibilities

- establish a **clear governance structure**
- obtaining **formal written commitment** from each hub partner, including employers, to the aims of the hub and their role in the partnership such as through a memorandum of understanding or a partnership agreement
- **manage delivery** of the funded project
- provide **monitoring updates** to the GLA on performance against agreed outputs and outcomes, including confirming the total employment outcomes delivered across the hub area and in each priority sector
- supporting the GLA to **raise awareness and understanding of the wider Academies programme**
- **addressing underrepresentation** of workforce groups (including those most impacted by the pandemic)

# HUB PARTNERS

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- Hub partnerships as a minimum are required to include training providers and employers (*letters of employer support are required*).
- There is no limit to the number of partners that can be part of a hub.
- Core partners should have clearly defined roles that are set out in formalised partnership arrangements.
- Partners can join more than one hub but will need to ensure that they have capacity to add value to each.
- Hub leads need to ensure that double counting of outputs and outcomes does not occur between hubs.

## Potential hub partners

Training providers

Employers

Trade associations

Professional/sectoral bodies

Local authorities

Borough or employer job brokerages

Jobcentre Plus

Third sector organisations

Organisations focused on addressing inequalities in employment outcomes

# JOB OUTCOME PAYMENTS

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## Hub AEB Providers - £400 per job outcome

Providers who are both hub members and hold a current AEB Adult Skills grant or contract with the GLA will be able to draw down a fixed payment of £400 (not including any disadvantage uplift) on the achievement of a 'good work' job outcome in a priority sector within six months of the completion of a learner's programme of adult skills funded learning.

**Employment outcomes** - must meet the definition of 'good work', i.e.:

- is expected to last at least four weeks
- pays a basic salary of at least the London Living Wage
- is for a minimum of 16 hours per week, and
- does not involve the use of zero-hours contracts

Hub leads will be responsible for agreeing a split of up to £100k per academic year (from 21/22 to 23/24) between the eligible providers within the hub.

**Please note** the maximum funding providers can draw down in relation to job outcome facilities for Academic Year 2021/22 will only be announced once successful hubs and providers have been confirmed and will be subject to budget availability.

**See Annex 3** in the prospectus and the AEB Job outcomes Delivery Values template for detail.

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# APPLICATION PROCESS

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- Application deadline – **Friday 24 September, 5pm**. Applications must be sent to: [sectoralacademies@london.gov.uk](mailto:sectoralacademies@london.gov.uk)
- Applicants must return the following documents:
  - a) Hub Funding Application Form – please note weighting criteria<sup>1</sup>
  - b) Outputs and Outcomes template
  - c) AEB Job outcomes Delivery Values template
  - d) Financial Forecast template
- Hubs Awarded (November/December 2021) with delivery commencing in Q4 (Jan – Mar 2022).
- Clarification questions to be sent to [sectoralacademies@london.gov.uk](mailto:sectoralacademies@london.gov.uk). **Deadline 3rd September, 5pm**. Q&A document to be updated fortnightly (12th August, 26th August, 9th September) and uploaded to [london.gov.uk](https://london.gov.uk)

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<sup>1</sup> Any evidence should be supplied separately to the application form and clearly labelled with the relevant criteria number. Applicants will also need to provide a risk register and letters of employer support

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