

## IMPLEMENTATION AND DELIVERY PLAN

Project Name: Higher level skills in housing

Name of Organisation submitting: Asset Skills

Programme contact (name): Steven Proudfoot

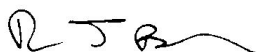
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### Declaration:

I confirm that the information given in this plan is correct. I further confirm that all partner organisations mentioned have been consulted and have agreed to take part in our Joint Investment Programme and that they have understood and agreed to their roles, responsibilities and the financial implications for their organisations in taking part. In submitting this plan we commit to leading all aspects of this implementation plan.

Signature:



Name: Richard Beamish

Position: Chief Executive

Organisation: Asset Skills

Date: 10/09/10

This plan has been agreed by Geoff Russell, Chief Executive of Skills Funding Agency for implementation during the academic year 2010/11

17/09/2010.

## SECTION 1: VISION AND PROGRAMME SUMMARY

### 1a. Joint Investment Programme Overview

The Joint Investment Programme (JIP) for Strategic Skills is designed to bring together public and private investment to support training and skills in areas where new skills are required in the workforce to capitalise on business and economic opportunities presented by growth sectors.

Taking part in the JIP will enable Asset Skills to engage employers in a co-funded agreement with Government. Asset Skills will work with the Skills Funding Agency, employers and training providers to negotiate, agree, implement, monitor and evaluate relevant skills solutions against specific and identified industry needs.

### 1b. Joint Investment Programme – Higher level skills in housing - Vision

The Housing Industry is facing many challenges that were described in detail in the vision for the Expression of Interest (EoI) submitted for this Joint Investment Programme. These encompass broad strategic challenges such as addressing the housing needs of an ageing population, to responding to the acute local needs of vulnerable people in distressing situations. Since the submission of the EoI, the problems have to some degree been exacerbated by the wider economic situation and the measures that are now required to deliver a sustainable recovery.

Employers are very aware of the challenges they face in balancing a complex environment of statutory services and changing customer demands at the same time as being measured on their ability to deliver excellent and efficient services. They are equally aware that successful service delivery in difficult market conditions, whilst remaining true to the ethos of social housing, can only be achieved by raising the skills of the workforce.

This Joint Investment Programme therefore has the following strategic objectives:

- A. To support the need for housing to operate in a more business focussed and economically efficient manner. The requirement for this has never been greater as, at the same time as the demand for housing and homelessness prevention services are increasing, public funds are shrinking.
- B. To deliver the higher level of front line skills now required to deal with the complex problems and greater capacity. This is essential to deliver the community and individual development work that will ensure communities and individuals are well placed to respond to initiatives such as the big society agenda. The sector also requires the business acumen that will provide greater management capability and the development of a new generation of senior managers with the financial and contract management skills needed to operate in a more rigorous financial climate.
- C. The Asset Skills Sector Skills Agreement also identified the critical projected shortfalls in the workforce and the need to raise the number and standard of recruits to the industry to achieve the sector objectives set out above.

The vision for this Joint Investment Programme therefore is to:

1. Kick start delivery of a significant new Apprenticeship, with three specific strands, that will help establish visible career pathways and progression routes into housing. The three strands of the Housing Advanced Apprenticeship at level 3 comprise:
  - Managing housing and assets,
  - Individual and community development,
  - Providing housing related support.

Employers will work collaboratively with their provider to ensure the delivery model reflects specific local and individual demands. Programmes will include trips to other organisations or short periods of specific work experience with other employers. Through this inclusive approach the Apprenticeship will not only deliver the technical skills required by the candidates but also will provide a broader range of experience and widen their skills range to the benefit of candidates and employers alike.

2. Use the JIP to build demand from a standing start, as this is a new qualification with no existing infrastructure for delivery. We have therefore developed a significant network of providers and employers with whom we will work through the newly created Asset Skills Virtual Academy for Housing to develop a sustainable model of delivery for the future. The Academy will be able to use case studies from the JIP to promote the benefits to employers of investing in the Apprenticeship and the added value this brings in terms of efficiencies and standards of service delivery. The work undertaken to date has also created ambition and demand among candidates and employers for the Level 4 Higher Apprenticeship in Housing that is currently in development and will be available during the next academic year but is unfortunately out of scope for support through this project.
3. Train approx 350 apprentices across England. This is unprecedented activity, the impact of which will be felt over a period of many years. Not only will this cohort of apprentices make a significant contribution to the development of the new generation of highly skilled senior managers the Housing industry requires, it will also impact on the self-esteem of the individuals involved, and improve the quality of the work done in the communities in which they serve.
4. Contribute to the strength of the Virtual Academy by extending its reach and helping to develop opportunities to extend the range of programmes offered through work with partner organisations including the Chartered Institute of Housing. The network of providers developed for the JIP will work collaboratively to the benefit of providers and candidates and will share best practice to ensure that flexible delivery models are available to all.

In summary the project has already raised awareness among employers and stimulated demand. Successful delivery of this JIP will provide a broad range of Housing Organisations across England with higher-level operational and technical skills and the potential to develop that resource further. It will also start to equip the sector with the skills it requires to operate effectively and continue to deliver the essential services it provides to communities in an ever changing, complex and challenging environment.

## 2. 2010/2011 Academic Year investment

Academic Year Split	Skills Funding Agency Contribution	Employer Contribution	Total
10/11 – Starts and Completions	£245,645	£881,719	£1,763,438
11/12 – Completions only	£636,074		

The Skills Funding Agency 11/12 contribution detailed in this table will be funded from the year 2 budget as set out in the original expression of interest. The detail and information in this plan

relates to activity starting in the academic year 2010/11 only.

**3. Skills to be delivered**

**a. Specific levels to be covered by the programme, and volumes for each**

Skills	Approximate Volumes
Advanced Apprenticeships	329

**b. Specific qualifications / units to be funded in the programme**

FM221 - Housing Advanced Apprenticeship - Chartered Institute of Housing (CIH), City and Guilds

**4. Providers Engaged**

- The Lightbulb Ltd
- CONEL - College of Haringey, Enfield and North East London
- HHSC Training and Consultancy
- Sutton Centre for Voluntary Services
- Housing 21
- Economic Solutions Ltd
- Oldham College
- The Manchester College
- Project Management (Staffs) Ltd
- Training for Bradford Ltd (City Training Services Ltd)

**5. Employers Engaged**

Type	Volume
SMEs	35
Large Employers (1000+)	23

For details of the named employers committed to the project please refer to Annex B in this plan.

**SECTION 2:  
 IMPACT AND SUCCESS**

The following measures are those which Asset Skills will use to assess the JIP’s impact and success in the sector against the anticipated outcomes of the programme.

One of our goals for this Joint Investment Programme is to quantify the benefits of investment in skills through this new Apprenticeship framework. We will use this programme to test the impact of successful delivery on organisations and use the case studies developed to create the aspiration and demand that will lead to a sustainable model for the future. Progress in meeting the strategic objectives and vision set out in Section 1 will be assessed through the Joint Investment Programme through three key impact and success measures:

1. Return on Investment

The development of a sub-project within the JIP working with a group of 6 employers to measure:

- Impact on the bottom line
- Value added
- Project work

We will work with the employer group to benchmark current rent collection rates in their individual organisations in order that we can measure the improvement achieved by successful candidates on completion of the programme. A goal will be set of 1%, in many instances this saving on its own will equate to the cost of programme delivery. We will work with the employers and Community Development Officers to develop an impact formula to compare productivity before and after the Apprenticeship. This will identify the value added to the salary/benefits/training investment in these individuals resulting from their improved performance as a result of undertaking the Apprenticeship and will be used in case studies to generate new demand.

2. Developing a sustainable England wide infrastructure for the delivery of this new Level 3 Apprenticeship and for the Level 4 Apprenticeship that is currently in development. This will comprise:

- Raising the annual registration numbers for Apprenticeships through the Virtual Academy for Housing to over 300 level 3 per annum and 100 level 4 per annum by 2014.
- Raising the take up of NVQs and other higher level accredited qualifications by 10% per annum. Benchmark figures to be set at end of the Academic year with growth.
- Maintaining a network of high quality delivery through the Academy of at least 20 providers in priority geographical locations.

3. In addition to the specific, quantifiable, measures above we also anticipate the following outcomes to be delivered by the project commensurate with the level of the Apprenticeship:

- An improvement in the readiness of businesses to respond to new challenges in the sector.
- Evidence of how delivery of an Apprenticeship can align to an employer's business model and strategic objectives.

In addition we will work through the Virtual Academy to evidence the:

- Strengthening of partnerships between employers and providers to ensure an effective delivery model for the future
- Development of new partnerships/collaborations between employers to achieve sustainable economies of scale for future delivery
- Development of partnerships between providers to enable flexible delivery England wide to reflect community development work and meet the needs of local employers
- Raised awareness among employers, from the publicity and engagement resulting from this programme, of the opportunities available to raise the higher-level skills of the work force and the benefits to service delivery this will deliver.

### SECTION 3: ADDITIONALITY

The learning that will be funded and supported through the Joint Investment Programme and delivered through our providers will be additional to that which the employer would normally invest in as part of its normal business activities. It is Asset Skills responsibility to make providers in their delivery network aware of the importance of this element of the Joint Investment Programme

In addition to the anticipated impact and success set out in Section 2, and as a result of this arrangement with Government, the JIP will enable the following:

The added value delivered by this programme is widespread and comprises specific tangible benefits in addition to structural benefits referred to in the previous question such as, the ongoing existence of a network of training providers committed to working with the Virtual Academy to deliver learning to employers across the sector. Specific tangible benefits are described below:

- City Training is working with employers in the JIP to include, where appropriate, leadership and management units, or the CIH 'engage to change' qualification for homelessness workers. One of their employers employs ex-service users from supported housing and they will be benefitting from the Apprenticeships, along with any extra support, they require.
- PM training provides social enterprise in the heart of the potteries, which aims to support young people in to work. Since the demise of manufacturing in the area PM training is all about raising aspirations, instigating a love of learning and developing young people's workplace skills. Aspire Housing, an employer in the JIP, is also a significant employer in the area and, working in partnership, PM and Aspire are looking to give Apprenticeship opportunities to people who would not otherwise access such opportunities
- Skills Solutions already work in partnership with housing organisations, and as part of the local chamber of commerce, they will be bringing added value in the form of business acumen and local knowledge that will be of immense benefit to employers in the area.
- The Training Brokers are adding value to their work by taking on some of the smaller, more widely dispersed cohorts of students, which are less cost effective to work with.
- Housing 21 are leading the way with the development of their internal infrastructure and management systems to deliver this significant project. They have agreed to share information about this journey and the outcomes with Asset Skills. For example, they have purchased the Maytas system for monitoring staff development and are training other individuals in the company to be assessors. They have stated that in addition to their cash contribution as an employer, they want to provide us with a report that shows the additional value of the investments they are making in terms of infrastructure etc. They have also agreed to provide us with more detailed information and statistics to help us understand the delivery of the Apprenticeships and the effect on the workforce as a result. This will provide an excellent insight into the impact of a large cohort of apprentices on an organisation.
- The Lightbulb are adding value by working in an area of market failure, from both the employer and provider point of view. We intend the JIP to kick start interest in the East of England, and together we will be working hard to develop interest in the Apprenticeship, and engage employers for the future.
- London Learning Consortium is an established provider of a huge range of courses and

will deliver added value in the form of access to specialists from other disciplines to meet the needs of the employer.

Additional value will be provided by the networking opportunities that offer many benefits to both employers and students. The services of the Virtual Academy including forums for providers and students, a referral service for employers to broker future delivery and access to a funding database that may enable employers to collaborate in bids across England, and in Europe.

## SECTION 4: MONITORING AND MEASURING THE PROGRAMME

Monitoring and measuring the performance of the programme will require Asset Skills to meet frequently with the Skills Funding Agency to discuss progress towards the aims and outcomes of the programme. To support the Skills Funding Agency will supply us with information regarding take-up extracted from the ILR at set points in the academic year. This information will be reconciled with information collected by us from our Providers and Employers and will underpin a quarterly narrative report.

Asset Skills will monitor the delivery of the programme and measure the outputs as detailed in the vision and programme summary (section 1), impact and success (section 2), Additionality (section 3) in the following way:

Monitoring and measurement of the programme is in two parts and comprises the measurement of the wider impact of the project on the sector alongside the management of the processes to ensure effective delivery.

The measurement of the wider impact has already been described in some detail in section 2. This comprises three key measures which can be summarised as:

1. Return on investment

We will develop a sub-project to the JIP working with a group of six employers to specifically measure the cost of training intervention compared to the return on the investment. Discussions with employers so far have identified three specific methods which we will use for this purpose:

- **Example 1 - Impact on the bottom line:**

A trainee Housing Officer could be allocated a patch of 120 properties with a total rental income of £360,000 and arrears running at 4% (or £14,400). Through the learning and skills gained through the Apprenticeship the trainee officer could aim for a 1% improvement in collection of rent arrears, which would yield £3,600 to the business, covering the total cost of the Apprenticeship. Depending on the employer's policies, procedures and approach, this return could be achieved through a former tenant arrears collection project, better liaison with the benefits service, improved communication skills with tenants or more efficient legal action at an earlier stage.

- **Example 2 - Value added:**

A Community Development Officer is concerned with engaging tenants and residents in the work of the organisation and/or statutory partners such as the Police, Fire service and Schools. Such officers do not usually have the opportunity to influence the company bottom line directly as their work yields subtle, long-term benefits. However we will use an impact formula to compare productivity before and after the Apprenticeship to identify the value added to the salary/benefits/training investment in these individuals resulting from their

improved performance as a result of undertaking the Apprenticeship.

- **Example 3 - Project work:**

A number of employers will ask participants to undertake a project, which either saves the company money or provides additional income. The exact level and nature of the savings and income will be aligned to the job role.

The group of employers will be managed by Asset Skills and will meet in December 2010 to agree a work plan. Participation will be evidenced through minutes of meetings and reports will be submitted to Asset Skills Housing Board who will monitor progress. The outcome of the project will comprise a final report to be published at the end of the academic year, supported by case studies that will be used for ongoing promotion of the Apprenticeship and other accredited higher level skills programmes.

- 2 The development of a sustainable England wide infrastructure for the delivery of the Level 3 Apprenticeship in Housing and the level 4 Apprenticeship currently in development.
  - Raising the annual registration numbers for Apprenticeships through the Virtual Academy for Housing to over 300 level 3 per annum and 100 level 4 per annum by 2014 - to be evidenced annually by Academy reports to Asset Skills CEO and Skills Funding Agency returns.
  - Raising the take up of NVQs and other higher level accredited qualifications by 10% per annum. Benchmark figures to be set at end of the Academic year with growth evidenced annually through Academy reports to asset Skills CEO and Skills Funding Agency returns.
  - Maintaining a network of high quality delivery through the Academy of at least 20 providers in priority geographical locations – to be evidenced through membership certificates, and annual reports from the Virtual Academy as submitted to Asset Skills CEO.
- 3 The impact of investment in the Apprenticeship on the readiness of businesses to respond to new challenges in the sector. We will also measure the change on organisations as a result of their participation in the project to demonstrate how an Apprenticeship can align to an employer's business model and strategic objectives. Measurement of these more generic outcomes will comprise working with a sample of employers to identify and publish case studies on productivity, customer satisfaction, efficiency, impact of improved service delivery on tenants, the community, strategic engagement with providers and changes in morale and job satisfaction.

The employer group will meet in the spring of 2011 and will look to publish the reports and case studies described in the autumn of 2011. The methodology will comprise participant questionnaires and verbal/written feedback that will be collected, analysed and reported on to inform future delivery models, including identification of 'added value'. We will also aim to determine the level of learning that has occurred and participants' knowledge and skill levels, pre and post Apprenticeship will be identified using employer's own practices for performance management. In addition assessors will identify behavioural change in participants as a result of undertaking the Apprenticeship. As on the job assessment is the main component of assessment for the NVQ part of the Apprenticeship, we will use the proxy measure of successful NVQ completions, combined with case studies of individual participants to answer this question.

With regard to the process of project delivery this will be overseen by the Academy Director and will comprise the appointment of a sector specialist account manager for each of the employers

within the programme together with an account manager for each provider. The process will be proactive and will incorporate monthly monitoring of starts etc as any longer period will remove the potential to fill gaps and may result in funding being unused.

In detail the process comprises:

- Follow up call with each employer in the first week of each month
- Submission of a report from each provider in the first week of each month
- Cross check reports to ensure consistency of feedback and address any disparity
- Monthly monitoring of starters to ensure accurate match against profiles
- Early identification of non starters to fill gaps from existing waiting list
- Written record taken of negative feedback from employers/providers
- Pertinent feedback issues raised to be addressed and outcomes recorded in management reports
- Submission of Quarterly Academy Management reports
- Completion of satisfaction surveys with employers at the midpoint in delivery of each qualification and on conclusion of the programme.
- Preparation of a final report on employer feedback
- Development of case studies as described in Section 2 (Impact and Evaluation)

## SECTION 5: SUSTAINABILITY

Asset Skills intends to sustain this activity in the following way:

Asset Skills will sustain the activity generated by the Joint Investment Programme through the developing Virtual Academy for Housing. The Academy already has the following in place:

- An ongoing programme of employer engagement working through a database of over 50,000 contacts (this database enabled Asset Skills and providers to have substantive discussions with over 200 employers in a three week period to promote the JIP in addition to e shots and newsletters to another 400).
- A network of training providers, comprising private and FE colleges, committed to the delivery of Apprenticeships, NVQs and other qualifications and to collaboration with other partners to create economies of scale and the development of flexible delivery models

The following services will be developed by the Virtual Academy during the term of the JIP to ensure ongoing delivery of the Apprenticeship and other qualifications following the period of intervention:

- A programme of employer events, hosted by members of the provider network, to promote registrations to Apprenticeship programmes (this will involve negotiating models and rates for delivery).
- A proactive referral programme that involves the sector account manager generating and taking enquiries, bundling candidates from different employers to develop economic cohorts, placing the cohort of candidates with providers and managing the delivery programme.
- A developing employer network and on line forum for the promotion of new initiatives

Established employer led Sector Boards provide additional opportunities for promotion of existing programmes and new initiatives to be developed.

## SECTION 6: FUNDING MODEL

The employer contribution will be collected in the following way:

All employers participating in the JIP have already indicated their agreement to pay 50% of the programme rate. The learning provider will invoice the employer direct for their contribution. The monthly report from the provider will identify which employers have paid and which remain outstanding. Outstanding invoices will be followed up by the Provider Account Manager, initially by letter, moving to telephone calls and as a last resort to visits in the very unlikely event of a persistent late payer.