



## Caerphilly Public Services Board Well-being Plan Performance Report 7 monthly report Oct 2021 – April 2022

### Action Area AA2b

#### Job Growth & Employability Support

**Positive Change**— working with PSB partners and local employers to establish a locally co-ordinated gateway into placement, apprenticeship and employment opportunities

**Positive Start**— providing a direct access route into opportunities for participants of employment support programmes, to match labour need with available local workforce

**Positive People**— support local people to fulfil potential and access relevant training and placements, apprenticeships and employment, to enable them to take up opportunities and achieve greater individual prosperity

**Positive Places** – develop local jobs and career routeways for local people, improving prosperity and reducing worklessness across communities

**Sarah-Jayne Irish/Andrew Griffiths**

20/05/2022

## Performance Levels

| <b>Performance measures where identifiable</b>   | <b>Is there a risk this will not be achieved?</b> |
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| Increase the number of people supported into employment via the flagship employment programmes.  | No  |
| Increase the number of residents engaged in apprenticeships, traineeships and work placement opportunities.  | No  |
| Increase the number of local businesses offering opportunities for apprenticeships, traineeships, work placements and sustainable employment.                                | No  |
| Increase the number of apprenticeships, work placements and employment opportunities provided by Caerphilly Council.   | No  |
| Increase the number of opportunities for apprenticeships, traineeships, work placements and sustainable employment provided as a result of links with procurement contracts. | No  |

| <b>Quantifiable measures</b>   | <b>Is there a risk this will not be achieved?</b>   |
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| <b>34 P1, 73 P3</b>  |   |
| Achieve annual targets for people into work via employment support programmes, as follows: CfW – 72 job entries, CfW+ - 275 job entries  | No  |
| Support 100 local employers via participant matching with Employability Support programmes   | No  |
| Promote Kickstart take-up within CCBC departments and partner organisations, linking to Employability Support participants where appropriate – establish 15 Kickstart Placements                                 | Yes – partially; final Kickstart bid was for 10 rather than 15 placements. Of which 8 applicants progressed into placements |
| Complete full pilot year of Caerphilly Academy – Gateway to Employment (apprenticeship programme) – develop 12 apprenticeships/opportunities via Academy   | No  |
| Work with Procurement departments to maximise community benefits and targeted recruitment and training opportunities (arising from public sector contracts) – develop 32 opportunities via procurement contracts | No  |

## Evidence

| Priority   | Comment   |
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| <p>AA2b.1 – Establish an all age apprenticeship programme across PSB member organisations with a co-ordinated point of access.</p>   | <p>Significant progress made across CCBC HR and Academy teams to deliver range of placements and apprenticeships, both through central budgets and via the Kickstart scheme, aligned to workforce needs where appropriate. Supported by Academy Pilot programme and Academy Mentor who is in place to provide additional support to maintain individuals in post and maximise success of opportunities.</p> <p>Mapping work is still being developed to establish opportunities across PSB members and consider possibilities for co-ordinated point of access. Mapping document to be sent out to partners to assess both needs and opportunities.</p> |
| <p>AA2b.2 – Maximise the opportunities for residents through the Cardiff Capital Region City Deal and the Valleys Task Force, through local and regional job creation.</p> | <p>Significant levels of employer engagement occurring across PSB member organisations (see specific updates below), providing support with schemes including Kickstart, apprenticeships and training pathways, to grow local jobs and match individuals to these roles via employment programmes.</p> <p>Partnership work ongoing on local and regional level to develop shared investment plan via the Shared Prosperity Fund (SPF), to ensure ongoing employability support and job creation across the Borough and the Cardiff Capital Region.</p>  |

## Key Tasks

| Ref | Task   | Progress   |
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| A   | Support local and regional employers to grow sustainably through the provision of an appropriately skilled workforce (utilising processes including redundancy response and promoting initiatives such as the Welsh Government Employer Incentive Scheme, providing a financial incentive for businesses to recruit apprentices) | <p>The Kickstart scheme closed for new entrants as of 31/03/2022. Within CCBC, we succeeded in recruiting 8 of the 10 planned positions; and all 8 employees are still in their placements and progressing well. The rollout of Kickstart within CCBC was supported heavily by the Academy project, whereby the Academy Mentor was able to support all aspects of recruitment and on-boarding – as well as providing ongoing mentoring to the individuals once they had commenced in employment. This mentoring support has been essential in ensuring retention of some individuals whilst they have been settling into their placements for example where liaison with managers has been required in resolving initial “teething” issues.</p> <p>CCBC, DWP, local colleges and other partners working with employers across the county Borough to support growth.</p> <p>The new Jobs Growth Wales Plus (JGW+) programme has now launched for individuals aged 16 to 18 years of age and have 3 strands depending on the individuals entry point:</p> <ul style="list-style-type: none"> <li>- <b>Engagement Strand</b></li> <li>- <b>Advancement Strand</b></li> <li>- <b>Employment Strand</b></li> </ul> <p>The Apprenticeship Employer Incentive Scheme is continuing until 31<sup>st</sup> July 22 but only for disabled individuals.</p> <p>Kick Start and the old JGW programmes now due to end on 30<sup>th</sup> September 22.</p> <p>CCBC Business Liaison has supported local employers to grow through provision of workforce, via our CCBC Employment</p> |

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|  |  | <p>support programmes. Employers supported locally include Lovells, Kier Construction, QDL, Surf the Shop. This has included both placements and employment opportunities. Over 100 opportunities offered across more than 50 different employers during reporting period.</p> <p>As an example of this work, the Senior Business Liaison Officer has worked closely with a local contractor for CCBC to match job opportunities to participants accessing the employment support programmes. As a further element in this support, the CCBC Academy Mentor was able to offer additional support to applicants where required, to ensure their progression into these opportunities, for example by supporting them to access the additional qualifications and collate the necessary paperwork to enable them to start in the role. In one example, this additional support resulted in a successful outcome for both the contractor and the participant, who is now in full time employment.</p> <p>Business Liaison Officer also engaging with Caerphilly Business Club to promote support available to local businesses in meeting workforce needs.</p> <p>In addition, training pathways have been delivered to support the upskilling of local people to meet demand in local businesses, via relationships formed by the Business Liaison Officer, including:</p> <ul style="list-style-type: none"> <li>Construction</li> <li>Hospitality</li> <li>Call Centre</li> <li>HGV</li> </ul> |
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| B | <p>Support local town centres and high streets to grow sustainably through engagement with employability support schemes to match emerging workforce with labour demand (utilising processes including redundancy response, Kickstart, Jobs Growth Wales)</p> | <p>Employment support teams have engaged with employers across town centres through general promotion, to advertise support available.</p> <p>Ongoing - Employment Manager working with Town Centres team to explore linking employability support in to Town Centre transformation agenda, via potential social value contracts etc.</p> <p>Staff across employment support, business support and town centre teams working together to develop plans under Shared Prosperity Fund, to consider joint proposals for supporting town centre growth and improved prosperity for local people via local employment.</p> <p>Survey sent out to businesses across town centres (and wider Borough) to explore employer needs, particularly in the wake of the pandemic – developed in partnership between CCBC Business Enterprise Renewal Team and Employment Support team. Further relationships developed and additional support offered as a follow up to this.</p> |
| C | <p>Engage effectively with local communities and residents to promote placement, apprenticeship and employment opportunities offered by PSB partner organisations</p>   | <p>Ongoing - Locally, employment support teams within CCBC work with partners including the DWP to provide opportunities to local communities, directly via the Jobcentre Plus jobseeker referral process – and also via outreach engagement work to reach communities/individuals who are not engaged with JCP. Since January 2022, outreach work in local communities has been able to resume and has increased significantly throughout the spring months, improving the extent to which we are able to promote opportunities to local residents.</p> <p>In relation to the recent apprenticeships that have been made available within the local</p>  |

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|   |  | <p>authority, CCBC have developed marketing materials and videos to highlight our services and jobs, specifically targeting our young people.</p> <p>In addition to this, CCBC Workforce Development Team and Academy Mentor worked in partnership with Coleg y Cymoedd in Q4 2022 to attend college events to promote the brand-new apprenticeship programme and opportunities to students.</p> <p>In addition, the Academy Mentor organised two events at Coleg y Cymoedd targeting Health and Social Care and Catering learners to give information about apprenticeships, the opportunity to talk with a representative from the departments and to provide time with employment mentors from the employment support teams to explain the application process.</p> <p>Caerphilly Homes department are now also recruiting for ten apprentices to start in September 2022. The roles are currently being promoted on the CCBC website and the Academy Mentor will be conducting a wider promotion to the local colleges, job centres and employment support programmes.</p> |
| D | <p>Work with the Procurement Enabler to maximise community benefits and targeted recruitment and training opportunities arising from public sector contracts</p> | <p>Caerphilly Social Value (SV) Policy and Themes, Outcomes and Measurement (TOMs) Framework formally endorsed and implemented by Cabinet. Information circulated within the Council via Officers, Intranet and externally via Website. TOMs Framework has been included in several Procurement Procedures across various commodity areas with weightings attributed to the associated award criterion.</p>  |

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|   |   | <p>Supplier Relationship Officer continues to engage weekly with Procurement team to review Procurement Forward Workplan and identify opportunities to maximise social value including but not limited to targeted recruitment and training, supply chain, community and education initiatives.</p> <p>Regular meetings scheduled with Caerphilly CBC Employment Support team to discuss and review forthcoming procurement opportunities.</p> <p>Recent examples of social value include attendance at various supplier engagement events for Pen March Wind Farm and Cadw Caerphilly Castle projects to identify sub-contracting opportunities for local contractors/suppliers.</p> <p>Procurement team continue to publicise and raise awareness of embedding Social Value across the Council's third party spend.</p>  |
| E | <p>Maximise the earning capacity of residents by ensuring they have the right qualifications and skills to meet local labour market needs</p> | <p>Colleges, training providers and Employment Support teams continuing to provide education, training and upskilling for local residents. Specific pathways delivered (e.g. construction, hospitality, call centre) and further pathways being developed to try to address current demand sectors including care and HGV.</p> <p>For example, within the past 6 months, more than 10 participants have completed LGV/HGV training, which has been identified as a demand sector. Many of these have concrete job offers upon completion of their training/licence. Business Liaison staff have developed a close partnership with a local employer who has offered assessments to 10 participants so far; and the first participant has now entered employment with this employer following completion of their training. There have been some delays in this</p> |

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|   |   | <p>process due to unavoidable delays in gaining the required licences, however we hope to see several more of these participants progress into jobs with this employer in the coming months.</p> <p>Employment programme participants are also supported to return to Further Education where this is identified as the appropriate route for their chosen career path.</p> <p>Over the last 6 months, CCBC employment support programmes have achieved 99 training outcomes for local residents as a route to employability.</p>  |
| F | <p>Ensure apprenticeship and employment pathway programmes are aligned to workforce planning needs and where skill shortages are evident, including areas and roles that are difficult to recruit to across PSB partner organisations</p> | <p>Within CCBC, Employment Support and HR teams working closely together to align work placements, apprenticeships and employment pathways to workforce demands. Also carrying out specific activity with targeted departments who are experiencing specific recruitment problems, to develop new and possibly innovative ways to address these issues.</p> <p>Work has been undertaken with Heads of Service to consider how apprenticeship and employment pathway programmes can support workforce planning across the organisation, in particular in areas where there are local and national skills shortages.</p> <p>9 apprentices started with CCBC Caerphilly Homes department as level 1 maintenance assistants in January 2022. They are currently being supported by the Academy mentor to enrol with Coleg y Cymoedd onto the relevant apprenticeship courses. The mentor is providing the support to submit applications, arranging meetings with NVQ assessors and completing the WEST Assessments.</p> |

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|   |   | <p>Further to this, Caerphilly Homes department are now recruiting for ten apprentices to start in September 2022. The roles are currently being promoted on the CCBC website and the Academy Mentor will be conducting a wider promotion to the local colleges, job centres and employment support programmes.</p> <p>In addition, CCBC have approved £0.75m for the development of apprenticeships internally as part of the recent outturn report. The apprenticeship programme is currently being finalised with interview events scheduled for the 19<sup>th</sup> May – 24<sup>th</sup> May. Moving forward the scheme will be looking to employ more than 20 apprentices over the coming months.</p> <p>Apprenticeships have also been offered (and successfully filled) by other partners within the PSB, including ALS training.</p> <p>This work now needs to be expanded across PSB – a mapping exercise is being prepared to identify opportunities across the PSB.</p> <p>Reps from local authority also attend Regional Skills Partnership meetings, where insight is shared into regional labour demands, enabling Caerphilly teams to align activity to these demands where appropriate.</p> |
| G | <p>Create a robust schools, college and vocational career pathway into employment, in particular working closely with schools and colleges to engage young talent into vocational pathways as an alternative to university. This includes work experience</p> | <p>Links ongoing between CCBC staff and Coleg y Cymoedd futures team to support those learners seeking employment and avoiding becoming NEETS.</p> <p>Work is being undertaken with the Chief Education Officer and Head Teachers to consider how the Council can engage more effectively with schools and offer more work</p>   |

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| <p>placements and links with local businesses</p> | <p>experience placements so that pupils have a better understanding of the Council’s business and future employment opportunities. CCBC are also considering how we can support a request from Careers Wales to implement a Work Experience programme for Year 10 pupils who have become disengaged through the pandemic.</p> <p>Ongoing from previous update - The pandemic significantly impacted upon our work with schools across the PSB partnership group - as a PSB action area, we now need to consider our approach with schools and improve links.</p> <p>Employment programme staff are linking closely with Youth Progression co-ordinator and Careers Wales Advisers to identify destinations for those who have complex barriers and low attendance at school.</p> <p>To address this, CCBC have been working with Careers Wales to engage Year 11-13 pupils, raising awareness of the opportunities for employment within the authority and marketing our apprenticeship opportunities. As part of a wider recruitment campaign, CCBC have developed marketing materials and videos to highlight our services and jobs, specifically targeting our young people.</p> <p>Business Liaison Officer is also linking with businesses to offer support to Careers Wales to engage with young people.</p> <p>CCBC Workforce Development Team and Academy Mentor worked in partnership with Coleg y Cymoedd in Q4 2022 to attend college events to promote the brand-new apprenticeship programme and opportunities to students.</p> |
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|   |  | <p>In addition, the Academy Mentor organised two events at Coleg y Cymoedd targeting Health and Social Care and Catering learners to give information about apprenticeships, the opportunity to talk with a representative from the departments and to provide time with employment mentors from the employment support teams to explain the application process.</p> <p>The Academy Mentor is also collating information from Coleg y Cymoedd learners who have expressed an interest in gaining work experience onsite with CCBC (liaising with the department to assess learners' availability and arranging health and safety inductions at Tir y Berth depot prior to going out on site.)</p> |
| H | Ensure existing staff within PSB partner organisations are able to undertake training to improve their skills and knowledge, and access apprenticeship opportunities where appropriate | No further update at this stage  |
| I | Develop a shared apprenticeship programme (Caerphilly Academy) within the local authority and across PSB partner organisations   | <p>Caerphilly Academy has progressed well over last 7 months, following a delayed commencement as a result of the pandemic</p> <ul style="list-style-type: none"> <li>- Work has been ongoing with HR to develop processes, terms and conditions to enable placements and apprenticeships.</li> <li>- 8 young people supported into Kickstart placements within CCBC (see detailed update in section J below)</li> <li>- 9 apprentices supported as part of Caerphilly Homes team; success of this support has meant that Academy support has been requested for further 10 apprentices in Sept 2022.</li> </ul>   |

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|   |  | <ul style="list-style-type: none"> <li>- Academy support given to CCBC HR dept in rollout of over 20 apprenticeships (currently in recruitment stage)</li> <li>- Now preparing to host first paid placements, including 1 x 12 week placement and 1 x 6 month placement. Considerable support given by Academy Mentor to address barriers such as those relating to Occupational Health.</li> <li>- Scheme not yet at stage of rolling out further across PSB, as still embedding within CCBC as single organisation at present.</li> </ul>   |
| J | <p>Promote Welsh Government and UK Government initiatives (including Kickstart, Jobs Growth Wales, Traineeships) to employers as an entry point to apprenticeships and/or sustainable employment</p> | <p>Business Liaison and Business Support staff continue to support local employers, which includes discussing opportunities to build and upskill workforce.</p> <p>Staff from across the PSB have attended briefings on new Jobs Growth Wales + programme.</p> <p>Employment Support and HR teams working closely together to develop a framework to support pathways to employment through placements. HR are developing terms of reference and safe procedures for onboarding to support this.</p> <p>8 unemployed young people were successful in gaining employment with CCBC through the Kickstart Scheme. CCBC supported the scheme by increasing the wage offered by the DWP from National Minimum Wage to Foundation Living Wage</p> <ul style="list-style-type: none"> <li>- The scheme was promoted heavily within the local job centres to the target audience and communicated to a wide number of internal CCBC</li> </ul> |

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|   |  | <p>departments who work with the eligible individuals and promoted widely to local partnerships</p> <ul style="list-style-type: none"> <li>- The Academy worked very closely with departments to create job roles that would allow the successful applicant to gain the much-needed experience and knowledge to start a career in their chosen field. The Academy Mentor worked closely with CCBC HR Department to provide a smooth onboarding process for the successful applicants and in most cases the very tight turnaround time from interview to start date was met and this was deemed a successful joint venture.</li> <li>- All applicants were offered support from the Academy and the CCBC employment support programmes at every opportunity. The successful applicants were introduced to their future mentor at interview stage and have developed and continued that relationship.</li> <li>- The 8 Kickstart employees have now been in post for between 5-8 weeks and are receiving support not only from their supervisors but also meeting regularly with their mentor to discuss future plans.</li> </ul> |
| K | Develop a career offer locally that promotes the foundational economy as a route to economic prosperity for people of all backgrounds (linking to the Resilient Communities Action | CCBC Employment Support and Academy teams have developed multiple employment pathways supporting care & health services, linking in partnership with the Council's Transformation team to consider innovative recruitment solutions.  |

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|          | <p>Area), supported by appropriate pathways</p>  | <p>Teams have supported Care managers to recruit and retain a Kickstart placement in March 2022. Academy support has proved essential in this instance to resolve some initial issues relating to workplace behaviour etc. This has resulted in a positive outcome, with both the employee and the recruiting manager happy with current progress – and demonstrates the difference that additional mentoring support can mean for job sustainability in the case of those with little to no prior work experience.</p> <p>Teams are also working with CCBC care, cleaning and catering teams on an ongoing basis to address problems with recruitment, including development of a sector specific vacancy event.</p>  |
| <p>L</p> | <p>Provide support to businesses to improve their competitive edge and to take advantage of new opportunities through the provision of placements, apprenticeships and/or paid employment – linking directly to available regional workforce via employment support programmes</p> | <p>CCBC Business Liaison have continued to support many businesses across the borough by supporting in the development of work experience, apprenticeships and placements – and promoting these opportunities to participants from all employability programmes. The Business liaison team is able to offer a bespoke employment service to each business it serves. This service provides a competitive advantage to those companies that use our services, enabling access to training budgets and support staff to enable them to identify the correct candidate for each job and providing opportunities to develop training and recruitment pathways to upskill individuals to meet employer needs.</p> <p>Over the past 7 months, key employer relationships formed/maintained have included:</p> <ul style="list-style-type: none"> <li>- QDL Painting and decorating</li> <li>- RF Brookes</li> <li>- Caledan Production</li> <li>- Lovells</li> </ul> |

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|   |   | <ul style="list-style-type: none"> <li>- Surf the Shop</li> <li>- Celtic Oriental</li> <li>- IG Design</li> <li>- Transcend</li> <li>- Shadow Scaffolding</li> <li>- David Lloyd Window Cleaning</li> <li>- Walters Demolition</li> <li>- Kier Construction</li> </ul> <p>As a PSB action area group, we now need to expand this activity across the group, to coordinate key employer contacts to avoid duplication across agencies.</p>   |
| M | Develop close links with the Volunteering element of the Action Area to provide residents with opportunities for progression into employment                | No significant update at this stage – to be developed. (However, CCBC Employment teams maintain strong links with Caerphilly Cares team, who support volunteers alongside GAVO and refer in to employment programmes where appropriate).  |
| N | Map all current traineeship and apprenticeship programmes and structures across PSB partner organisations   | <p>Mapping exercise currently being prepared, with intention to send out to PSB members to identify:</p> <ul style="list-style-type: none"> <li>a) What staffing/training/apprenticeship needs PSB member employers may have</li> <li>b) What PSB member training providers can deliver to meet these needs</li> </ul> <p>Currently compiling updated list of PSB contacts for this action area, to ensure mapping is communicated to correct people across all PSB member organisations.</p> |
| O | Explore the most appropriate way to deliver a ‘one stop shop’ approach across PSB partner organisations, to raise awareness of apprenticeship opportunities | No significant update at this stage. Individual and ad hoc work being done to promote opportunities with different PSB members (e.g. recent work between CCBC and Coleg y Cymoedd to promote apprenticeship opportunities to students), but there remains significant potential to co-  |

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|   |   | ordinate this activity across all PSB members once mapping exercise complete.  |
| P | Identify how best to influence and maximise apprenticeship and training opportunities from the Cardiff City Region for Caerphilly county borough and its residents        | <p>Ongoing - A number of senior officers are working with officers from the Cardiff City Region to maximise apprenticeship and training opportunities.</p> <p>Reps from CCBC also attend CCR Regional Skills Partnership meetings, to influence discussion around opportunities offered by group, feeding back and linking in where appropriate.</p> <p>Reps from CCBC, local colleges, WG and others have been part of recent ongoing discussions concerning the Shared Prosperity Fund (SPF) and how it may be allocated across Caerphilly to ensure delivery of outcomes relating to People and Skills. This is part of a co-ordinated regional approach to employability across the CCR, to include regional interventions, pathways and opportunities, where appropriate, to meet labour market demand in priority sectors across South-East Wales.</p> |
| Q | Engage with schools at the earliest possible opportunity in a child's life to highlight the positive benefits of apprenticeships as a realistic alternative to university | <p>CCBC - Work is being undertaken with the Chief Education Officer and Head Teachers to consider how the Council can engage more effectively with schools and offer more work experience placements so that pupils have a better understanding of the Council's business and future employment opportunities.</p> <p>CCBC Employment teams considering how best to involve schools within evolving engagement plans, now that restrictions due to pandemic have lessened.</p> <p>CCBC Workforce Development have been working with Careers Wales to engage Year 11-13 pupils, raising awareness of the opportunities for employment within the</p>  |

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|   |  | <p>authority and marketing our apprenticeship opportunities. As part of a wider recruitment campaign, CCBC have developed marketing materials and videos to highlight our services and varied job opportunities, specifically targeting our young people with a view to giving them a better understanding of their options.</p>   |
| R | <p>Identify upcoming growth sectors and labour market demand across Borough and wider Gwent region</p> | <p>By constantly liaising with CCBC business team, JCP, community groups, partner organisations, Business Wales, CCR Regional Skills Partnership and Welsh Government, we are able to identify upcoming growth sectors and labour market demands. We have strong communications with local community groups, other local authorities and also local colleges. Through constantly liaising with these groups we are able to be proactive in our approach to employment support for Caerphilly and the wider Gwent region.</p> <p>Staff from across the PSB are also represented on regional groups to develop joint plan for Shared Prosperity Fund, which includes consideration of regional growth sectors when developing proposals.</p> |

## Conclusion

The past 7 months have shown positive progression within this action area, as recovery from the pandemic continues. In particular, CCBC has seen significant growth in its apprenticeship offer, driven forward by the HR team. The Caerphilly Academy is also now beginning to deliver as intended prior to the onset of the pandemic, with individuals supported into Kickstart positions, additional paid placements and apprenticeships, with the support of the Academy mentor proving central to the success of these placements in many cases.



There is still much to be done to develop a co-ordinated Borough wide apprenticeship offer across Caerphilly, however the group is now meeting on a quarterly basis and a long overdue mapping exercise is now being progressed which will form the basis of this partnership approach to apprenticeships.

Much success has also been seen in terms of general job growth in both the public and private sectors, with local employers being supported by employment support teams to fulfil recruitment needs in the form of an appropriately skilled workforce.

Contribution to the 7 Well-being Goals: A prosperous Wales, A resilient Wales, A healthier Wales, A more equal Wales, A Wales of cohesive communities, A Wales of vibrant culture and thriving Welsh language, A globally responsible Wales.