



LEP - Lancashire Skills Board

Thursday, 10th September, 2015 in Bispham Campus - Blackpool and The Fylde College, Ashfield Road, Bispham, Blackpool, FY2 0HB., at 8.30 am

Please note the venue and time

Agenda

Part I - (items publicly available)

- 1. Welcome and Apologies.**
- 2. Declarations of Interests.**
- 3. Minutes of the last meeting. (Pages 1 - 10)**
- 4. Presentation - Lancashire Higher Education Institutions (Pages 11 - 24)**
- 5. Growth Deal Skills Capital (Pages 25 - 28)**
- 6. Lancashire Skills and Employment Framework (Pages 29 - 48)**
- 7. Apprenticeships Levy Consultation (Pages 49 - 52)**
- 8. Public Services (Social Value) Act 2012 (Pages 53 - 58)**
- 9. Terms of Reference of the Lancashire Skills Board/Purpose and Objectives of the Lancashire Skills Hub. (Pages 59 - 66)**
- 10. Skills Board membership - Verbal report.**
- 11. Any Other Business.**
- 12. Date of next meeting.**

The next scheduled meeting will be held at 8.00am on the 22nd October 2015 in Room A07 at County Hall, Preston.



LEP - Lancashire Skills Board

Minutes of the Meeting held on Thursday, 23rd July, 2015 at 8.00am at Scholars - University of Central Lancashire, Fylde Road, Preston PR1 2HE

Present:

Amanda Melton (Chair)

Andrew Atherton
Steve Gray
Paul Holme

Lynne Livesey
Joanne Pickering

Observer

Cat Settle, Skills Funding Agency Partnership Manager.

In Attendance

Andy Walker, Head of Business Growth, Lancashire County Council.

Mike Neville, Company Services Team, Lancashire County Council.

Dave Brennan, Interim Skills Hub Director.

Ian Ruff, Consultant to the Skills Board.

James Farr – new economy

Tim Allen – ekosgen

Graham Thom – SQW

Rebecca Pates – SQW

Simon Pringle – SQW

1. Welcome and Apologies.

The Chair welcomed everyone to the meeting. Those present introduced themselves and apologies for absence were received from Bev Robinson and Graham Howarth.

2. Declarations of Interests.

There were no declarations of interest in relation to matters appearing on the agenda.

3. Sector Skills Action Plan - Health and Social Care.

Mr Farr gave a presentation on the findings of the review of health and social care in Lancashire which recommended the prioritisation of the care sector for ESF investment in the future in order to begin to rebalance the divergence in resources available to the sector compared with those available to health employers via HEE.

The presentation also highlighted various recommendations under the four priorities set out in the Sector Skills Action Plan for Health and Social Care, including the following:

Priority 1 - Strengthen Employer Leadership in Skills.

- Create a Health and Social Care Employer Skills Group (ESG) which would take forward key actions and provide a forum for health and care service innovators to interact with skills providers.
- Develop a Lancashire policy for implementation of the Care Certificate, to be signed by all LCA and LWDP members, along with training providers and colleges.

Priority 2 – LEP to work with the ESG in order to bridge existing state skills investment to better address employer needs

- Undertake a detailed analysis of EFA, SFA and non-HEE higher education spend to understand the existing delivery, performance and curriculum offer.
- Agree a set of skills funding priorities for health and social care in Lancashire for each of the key skills funding streams.

Priority 3 - Widen Access to Careers in Health and Social Care.

- Strengthen alternative career paths that enable vocational learners to progress on a par with those taking the traditional academic route via A levels and medical school.
- Develop the business case for a National College for Health and Social Care in Lancashire to address new roles and skills required as a result of the transformation agenda.

Priority 4 - A Strong, Competitive Skills Provider base.

Establish a health and care skills provider network in Lancashire to enable providers to input into the work of the ESG in relation to knowledge, experience and resources.

In considering the report the Committee noted that many employees in the social care sector were low paid and providers were not in a position to take on Apprentices though it was recognised that implementation of the Care Certificate would present an opportunity to address the situation. It was also suggested that innovation, implementation and patterns of delivery needed to be taken into

consideration when measuring performance.

The Chair thanked Mr Farr for this presentation.

Resolved: That all the recommendations set out in the Sector Skills Action Plan for Health and Social Care are noted and discussed at the Away Day on the 28th July 2015 with a view to informing the development of the Lancashire Skills and Employment Strategy.

4. Sector Skills Action Plan - Visitor Economy.

Mr Allen gave a presentation on the findings of the review of visitor economy in Lancashire, informed the meeting that the Sector Skills Action Plan included a total of 18 recommendations and highlighted the following items under specific headings.

1. Preparing the future workforce.

- Explore options for a best-in-class 'Hotel School' as a joint venture between skills providers and employers to develop people's skills/experience across an array of occupations and disciplines.
- Recommend and actively promote the Hospitality Guild's interactive career map (which captures the huge variety of opportunities within hospitality and tourism, explains job roles, qualification requirements and career paths) to schools, other skills providers and careers guidance professionals across the LEP area.
- Actively promote Traineeships to employers in the visitor economy as a way of helping to address the shortage of suitable candidates for apprenticeships.
- Explore options for compressing the delivery schedule for the Study Programme to be better aligned with employers' recruitment needs, i.e. starting after the end of the peak season and finishing before the onset of the peak season the following year.

2. Developing the existing workforce.

- Design and implement a project to support visitor economy employers (and especially SMEs) to improve their awareness and use of online sales, marketing and social media.
- Work with key stakeholders in other sectors affected by a lack of public transport as a barrier to work, explore options for introducing a cross-

sector initiative, based on the *Wheels 2 Work* model, to help people access employment opportunities that involve unconventional working hours and/or are in areas not well served by public transport.

3. Learning from good practice and deepening knowledge

- Work with employers and skills providers to determine the appetite for, and feasibility of, replicating the Blackpool Tourism Academy model in other parts of the LEP area with concentrations of visitor economy employers, e.g. Lancaster and the Ribble Valley.
- Discuss the Action Plan with the British Hospitality Association, the Tourism Society and other relevant trade bodies, networks and forums to explore opportunities for economies of scale and mobilising resources around shared objectives.

When considering the report the Committee recognised that seasonality was a major influence in many areas of the visitor economy and whilst there was no issue regarding supply for the workforce there were concerns in relation to the retention of employees within the sector. It was suggested that the seasonal nature of work in the sector could be a benefit as it provided an opportunity to attract young people into the sector to gain work experience.

The Chair thanked Mr Allen for this presentation.

Resolved: That the recommendations set out in the Sector Skills Action Plan for the Visitor Economy are noted and discussed further at the Away Day on the 28th July 2015 with a view to informing the development of the Lancashire Skills and Employment Strategy.

5. Sector Skills Action Plan - Energy and Environmental Technologies.

Mr Thom and Ms Pates gave a presentation on the findings of the review of the Energy and Environmental Technologies (EET) sector in Lancashire which highlighted the following recommended actions.

Meeting the demand for skills.

Action 1 - Increase provision of short courses to address skills shortages in specific technical skills and encourage take up.

- Short retaining courses which focus on specific technical skills which allow people with broad based engineering skills/experience to transfer across the EET and or become specialised in a technical area with skill shortages.
- Short courses on softer skills such as project management and commercialisation.

- Provision of taster courses on a very short term basis at no/low cost to encourage interest in specified areas.
- Promotion of Post Graduate Certification courses to fill industry identified gaps.

Action 2 Apprenticeships – greater promotion and take up.

- Greater promotion of the benefits of apprenticeships to young people in schools.
- Encouraging large firms to work with their supply chains to expand the total number of apprentices recruited.
- Encouraging larger employers to consider using higher level Apprenticeship models (including Degree Apprenticeships) to complement planned graduate recruitment.
- Promoting to employers the flexibility built in to Apprenticeships and the development of Trailblazer Apprenticeship frameworks.

Sector attraction.

Action 3 - Improving awareness and attractiveness of the EET sector as a career choice, including for women.

- Produce EET promotional materials on career opportunities in the sector and disseminate amongst schools, FE Colleges and universities.
- FE/HE, employers and the LEP to participate and support school GCSE/A Level/Careers option days.
- HE/FE providers to work with employers and schools to promote National Women in Engineering Day in 2016 to raise awareness of the opportunities for women in the sector.

Action 4 – Developing and promoting a coherent message about Lancashire as a place to work in the EET sector.

- Develop a strong marketing message regarding the current strength and potential growth of the EET sector in Lancashire and run a local/regional marketing campaign with particular focus on mobile workers and experienced returners.

Sector intelligence.

Action 5 – Energy and Environmental Technologies Sector Skills Development Group

Use the existing Development Group to gather intelligence on employer needs, provide a co-ordinated response to skills gaps/changing needs, work with the LEP to engage with and influence national activities and lead cross LEP working on key issues/sub sectors.

The Supply System.

Action 6 - Introduce mechanisms to increase the number of FE staff teaching EET related subjects in Lancashire.

- Create a pan Lancashire pool of EET employers who are willing to release staff to engage in the delivery of EET lectures/modules/courses.
- Establish and deliver a marketing campaign to people who will soon be retiring from EET firms in Lancashire to engage in the delivery of the above lectures/modules/courses.
- Create commercial courses (linked to Action 1 above) that are delivered by employers as contractors and where prices can be set accordingly.

Action 7 - Adjust FE and HE provision to better meet employers' needs.

- Increase the student experience with industry via projects and placements to help encourage more graduates to go and work there on completion of their courses and give graduates work experience/business skills.
- Adjust course curricula to better meet the needs of industry requirements.

In considering the report the Committee noted that retention of workers was an issue for the sector as many graduates left the County for jobs elsewhere that were perceived as being more attractive. It was also suggested that reference should be made in the report to the opportunities presented by data science and the proposed National Energy College.

The low level of girls who took science as a subject at school or pursued a career in Science/Energy was also discussed and it was suggested that more needed to be done to encourage girls to take the subject and for women to pursue careers in the sector.

The Chair thanked Mr Thom and Ms Pates for the presentation.

Resolved: That the recommendations set out in the Sector Skills Action Plan for the Energy and Environmental Technologies Sector be noted and discussed in detail at the Away Day on the 28th July 2015 with a view to informing the development of the Lancashire Skills and Employment Strategy.

6. Sector Skills Action Plan - Financial and Professional Services.

Mr Pringle gave a presentation on the findings of the review of the Financial and Professional Services Sector in Lancashire and informed the meeting that it was anticipated the sector would lose its most experienced workers over the next 10 years and be further impacted by cost pressures, new business models, merger/acquisitions and employability issues.

With regard to the findings of the review Mr Pringle highlighted the following cross cutting themes and 10 recommended actions as set out below to develop and

promote a more vibrant, dynamic and competitive FPS sector across Lancashire.

- Lancashire is business friendly.
- Inspiring and preparing the future workforce to engage with FPS career opportunities.
- Better sense of 'who we are' as a sector.
- Better coordinated skills and demand.
- Tackling gender imbalance and under representation of hard to reach groups.

Demand.

1. Targeted campaign to raise awareness of importance of early succession planning in SMEs/family owned firms.
2. County wide portal to coordinate increased use of company projects/placements for students to enhance employability etc.

Supply.

3. Better FPS facing careers advice and guidance across all schools.
4. Greater specialisation across FE/HE/ITP/private provision.
5. Support shift to online learning – more delivery/content made available via web.
6. Enabled access in to the HE base.

Attraction.

7. Develop and promote coherent message about Lancashire's FPS offer.
8. Programme to increase part time working and volunteering for Lancashire's school age students – enhancing employability/work readiness.
9. Encourage Lancashire students to exploit existing opportunities eg Shell Step.

Intelligence.

10. Lancashire FPS skills observatory.

When considering the report the Committee recognised that FPS was a diverse sector and Lancashire needed to develop an attractive offer which would both encourage young people to enter the local workforce but also attract older people working elsewhere within the sector back into the County. In addition it was suggested that consideration be given to any specific codes in the Standard Industrial Classification where Lancashire was able to provide an exceptional offer that would compete with that which was available in surrounding areas.

The Chair thanked Mr Pringle for his presentation.

Resolved: That the recommendations set out in the Sector Skills Action Plan for the Financial and Professional Services Sector be noted and discussed at the

Away Day on the 28th July, 2015, with a view to informing the development of the Lancashire Skills and Employment Strategy.

7. Minutes of the last meeting.

Resolved: That the Minutes of the meeting held on the 11th June 2015 are confirmed as an accurate record and signed by the Chair.

8. Matters arising

There were no matters arising from the Minutes.

9. Skills Capital Application Process 2016-17 Projects.

Andy Walker presented drafts of the Expression of Interest Form and Guidance Note that were being developed for use in relation to applications for skills capital projects for delivery in 2016/17. In response to a query Mr Walker confirmed that it would be possible for applications received during Round 1 which had not subsequently been successful to be resubmitted in relation to Round 2.

Resolved: That the draft Expression of Interest Form and Guidance Note being developed for use in relation to applications for skills capital projects for delivery in 2016/17 are noted.

10. ESIF Pipeline Project Exercise.

Andy Walker reported that the 2014-20 ESIF Programme was reaching a stage where projects would begin to move forward through the application/appraisal process and so there was a need to ensure there was a robust and well planned pipeline of projects which were strategically aligned with local priorities, built on other investment and could delivered the required European outputs for Lancashire.

It was reported that a pipeline exercise and ESIF event in June had attracted over 100 expressions of interest from local organisations/stakeholders. The Committee considered details of those EOIs which related to Skills and Employability work together with proposals how the Skills Board might approach supporting the Lancashire ESIF Partnership in prioritising and driving forward this body of work.

Resolved: That a Sub Group comprising 4 members be established to:

- a) Re-open the EOI process briefly to ensure that all skills partners have an opportunity to submit projects.
- b) Work with the LEP's Business Support Programme Board to assess and progress Business, SME and Enterprise and Sector Focused Projects.

- c) Consider facility based projects in a process which is aligned with Skills Capital Decisions.
- d) Look to encourage a single bid combining the best aspects of the Graduate Retention Programmes.
- e) Consider how best Client, Location and Community Grant based projects can be taken forward

11. Membership

Professor Atherton informed the meeting that it was his intention to resign from the Committee at the end of the year.

Andy Walker reported that there were two existing vacancies on the Committee and consideration would be given to identifying potential new members for all three vacancies in due course.

Resolved: That the Committee be kept informed regarding future appointments.

12. Away Day 28th July 2015 - content and arrangements.

The Committee discussed the proposed programme for the Away Day which was scheduled for the 28th July 2015 at the Woodlands Conference Centre, Chorley.

Resolved: That, having considered the proposed programme for the Away Day on the 28th July 2015 the Committee agreed:

1. That the Sector Skills Action Plan on Financial and Professional Services would not be presented at the Away Day as it had been discussed earlier in the meeting.
2. That any presentation in relation to the City Deal Skills Plan should highlight the top five priority issues for Lancashire.
3. That further consideration be given to the role of the Skills Hub in the future.

13. Any Other Business.

No items of business were raised under this heading.

14. Date of next meeting.

It was noted that the next scheduled meeting would be held at 8.30am on the 10th September 2015 at Blackpool and the Fylde College, Ashfield Road, Bispham.

An overview of how Lancashire's HEIs can contribute to the skills agenda

Lancashire LEP Skills Board

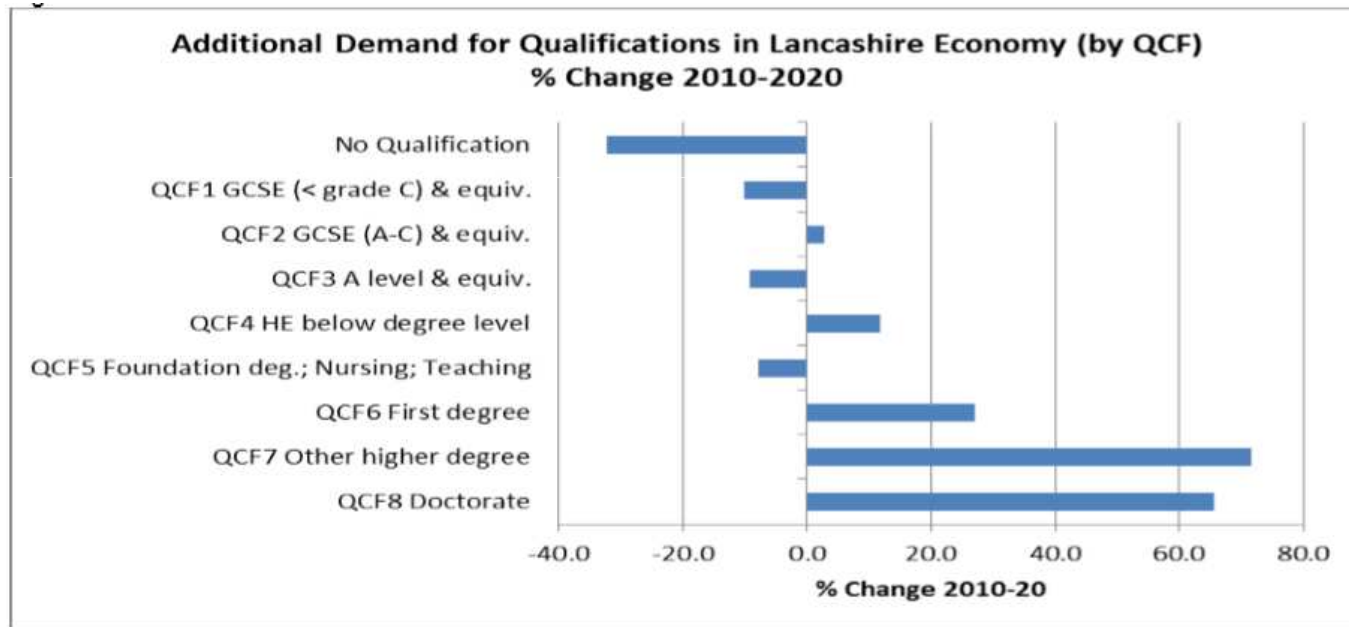
10th September 2015



Edge Hill University

Skills demand trends in Lancashire

- Data¹ suggests that Lancashire has solid skills base but is below national average for level NVQ4 and above.
- Demand for higher level (NVQ4+) forecast² to increase, and fall in demand for NVQ1 and no qualifications.
- Productivity and innovation – an argument for higher skills



Source: Working Futures 2010-2020 UKCES

Areas in which HEIs Contribute

- Professional Qualifications
- Higher Apprenticeships
- Employability Skills
- EU(ESIF) programmes
- CPD
- Coordinating role for the County
- Retaining skills in the region

Professional Qualifications

- Accredited courses – working with professional bodies
- Lancashire HEIs are well aligned with LEP priority sectors (eg UCLan EIC project)
- Good proportion of HEI undergraduates are on courses that have vocational relevance
- PG Certs, Dips, Masters, MBA, Professional Doctorates available on part-time basis

Higher Apprenticeships

- HEA – a pathway leading to an HE qualification while in work.
- Fees 2/3 subsidised by government
- Increase 2m to 3m in term of parliament
- Employer levy to achieve this (in consultation)
- UCLan is taking Higher Apprentices this September (10 in Health and 10 in Software Development initially, with more to follow)
- UCLan keen to cooperate with employers to take advantage of scheme
- Potentially an element of flexibility in how qualification completed with work?

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Employability Skills

- Employer feedback is that graduates are lacking specific work skills
- Enterprise as an emerging theme
- Student Internships (UNITE +)
- Increased engagement and interaction
- Promotes graduate retention in region
- Careers teams – fairs, placements and activities

EU (ESIF) Programmes

- ESIF provides a significant opportunity to focus specifically on Lancashire's productivity and employment challenges. HEIs have a major role in boosting levels of innovation.
- ERDF – 1000s of SMEs helped to improve skills, productivity, growth
- ESF – DWP will run ESF programme – focus likely to be lower level skills addressing unemployment.
- HEIs have extensive experience of EU projects and getting a new round of projects ready for forthcoming calls.
- Reskilling / retraining opportunities (project basis, often to address specific sector need) e.g. in past Multimedia (fees on master courses), subsidise fees in shortage areas, e.g. engineering and also women in STEM
- Interested in doing again but depends on constraints of funding

CPD

- Employer funded
- Options for Accredited and non Accredited
- Key requirements:
 - Accessibility
 - Flexibility
- Mixed delivery modes / blended

Coordination Example

- The Engineering Innovation Centre Skills progression map (AEM)
- For example, as part of the EIC project the University is working with a number of FE partners on a skills progression map to develop greater clarity around the pathways to advanced engineering and manufacturing roles.
- Inspiring and Engaging Young People - this work will help provide careers guidance to make informed choices and challenge traditional perceptions of the sector.
- This work is being supported by a new EIC Outreach Officer to worked with FE and schools
- The EIC is aiming to help increase the numbers of locally sourced and locally trained people within Advanced Engineering and Manufacturing.

Example of Retaining Higher Level Skills in Lancashire

- Of the 5,200 UCLan graduates in 2013/14 who entered employment, 2,240 took up jobs with Lancashire-based employers while a further 1,630 found employment elsewhere in the North West.
- This means that 43% of employed graduates were retained within Lancashire and 74% were retained within the North West (this compares to 63% who originally came from the North West to study there).
- We estimate that the cohort of 2013/14 graduates will generate GVA with a Net Present Value of **£640m in Lancashire** and **£1.1bn in the North West** over the course of their working lives.

Edge Hill University Examples

- Employability and graduate retention: For Edge Hill, 95.3% of graduates in work or further study at six months.
- Edge Hill is part of consortium working on Unite+ project currently.
- CPD and Co-funded training: As an example, Edge Hill have developed a management degree programme with Viridor (a national waste management company)
- Increasing access to higher education via a range of different entry routes, including non-traditional: Edge Hill is a Top Two University in the UK for Social Mobility based on its success in developing a broad range of students to achieve graduate jobs.
- Development of new skills infrastructure, linked to industry requirements: examples for the creative industries include TV and radio studios, recording studios, animation studios. Beyond the creative industries, an example include forensic computing lab and new infrastructure including CAVE environments and other data visualisation technologies.
- Employability and enterprise skills: projects which give students and graduates the opportunity to develop key skills, attitudes and attributes. These include industry-specific initiatives like Edge Hill's Web Factory (developing web solutions for industry and the third sector).

Lancaster University Examples

- **>50 ERDF SME programmes** since late 1990s, 5500 in-depth SME collaborations, ~10,000 jobs created/safeguarded
- **LEAD - Leadership development programme** for SME owner managers developed by Lancaster University Management School.
 - In an independent evaluation (Wren and Jones, 2012), participants report post-LEAD mean annual turnover growth rates of 13.8%, employment growth of 16.8%, with 70% reporting profit increase, and 65% reporting productivity increase.

Centre for Global Eco-Innovation - SME-led Centre for Collaborative R&D - £4.8m in ERDF investment

- 50, 3-year collaborative PhD projects with SMEs, Strong export and international focus
- Wider programme of business support to 200+ SMEs
- **Innovation in Manufacturing Engineering** - UKCES Funded
 - Seven month programme starting November 2015 includes, Best practice from BAE Systems, Siemens and High Value Manufacturing Catapult, Innovation, leadership and management workshops and Workshops on 'state of the art' equipment.

Working together on skills.....

- HEIs keen to continue the discussion
 - E.g. new UCLan Centre for SME Development
 - Ongoing commitment of HEIs to LEP priorities
- Contribution to development of initiatives eg:
 - IAG/careers marketing
 - Influencing young people careers choices will need early intervention and joint effort from HEIs and employers – industrial visits
 - Influencing people to stay – providing great experiences and showing them the potential if they stay eg Public outreach like Lancashire Science Festival and Young Scientist Centre



Lancashire Skills Board

Private and Confidential: No

Thursday 10th September 2015

Growth Deal Skills Capital

(Appendix A refers)

Report Author: Lisa Moizer, Lancashire Skills Hub Co-ordinator,
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Executive Summary

The Growth Deal Skills Capital Round 2 is due to be launched. A revised timetable has been agreed with the Skills Funding Agency which will enable some successful projects to commence in April 2016, to meet the need to allocate and spend funding by the end of the 2016/17 financial year (as per the Growth Deal programme agreed with Government).

Recommendations

The Committee is asked to:

1. Approve the revised timetable for the Growth Deal Skills Capital Round 2 as set out in the attached appendix.
2. Agree to the change in date of the December Skills Board meeting to enable the endorsement of recommendations, ready for submission to the Lancashire LEP Board for final approval.

1 Background

- 1.1 Further to the paper presented at the June Skills Board, the timescales for the launch and completion of the Growth Deal Skills Capital Round 2 have been revised and agreed with the Skills Funding Agency.
- 1.2 The timetable enables some successful projects to commence in April 2016 (subject to LCC Programme Office issuing the GFAs), so that projects are

able to spend in the financial year 2016/17 as per the Growth Deal spend profile agreed with Government.

- 1.3 Subject to approval of the revised timetable by members of the Board the call for project applications will launch on Monday 14th September 2015.

2 Approval Process

- 2.1 The EOIs will be reviewed by the Lancashire Skills Hub and LEP staff, with advice from the SFA, to agree a shortlist of projects which will advance to full business case.
- 2.2 The recommended shortlist will be endorsed by the Lancashire Skills Board and issued to the Lancashire LEP Board for final approval.

3 Recommendations

- 3.1 That the Board approve the revised timetable as set out at Appendix A to this report which will enable Growth Deal Skills Capital Round 2 funds to be allocated and spent in accordance with the Growth Deal expenditure profile.
- 3.2 That the Lancashire Skills Board meet on Thursday 10th December (rather than Thursday 3rd December) to meet the revised timetable. This will enable the SFA to provide feedback and the Lancashire Skills Board to endorse the EOI recommendations before they are submitted to the LEP Board for approval.

Lancashire Enterprise Partnership - Round 2 (16/17 Funding Allocation)

Standard Process: EOI submitted only, business case is only requested if EOI is successful.

Phase	Action	Timetable
	Timetable approved by the Lancashire Skills Board	Thu 10th Sep 15
Stage 1 - EOI	Launch Round 1	Mon 14th Sep 15
	Market Engagement Event	Mon 21st Sep 15
	Submission deadline - EOI only (7 weeks after 14/9 launch date)	Mon 2nd Nov 15
	Skills Hub review and do a first cut (non-eligible and very low scoring)	Tues 3rd Nov
	Chosen EOI documentation sent to SFA	Wed 4th Nov 15
	EOI Assessment and Review completed by Skills Hub and SFA. SFA communicate recommendations to Skills Hub by telekit or meeting.	Wed 9th Dec 15
	Skills Hub/LEP Officers to finalise recommendations	Wed 9th Dec 15 - this to be agreed at Skills Board in Sept
	Skills Hub take finalised recommendations to the Skills Board	Thu 10th Dec 15 - this to be agreed at Skills Board in Sept
	Recommendations by Skills Board made to full LEP Board and ratified by the LEP Board	Tue 15th Dec 15 - CANNOT MOVE
	EOI Outcome letter	Fri 18th Dec 15
Stage 2 - Detailed Business Case	Launch Round 2 - Detailed Business Case	Fri 18th Dec 15
	Submission deadline - Detailed Business Case (8 weeks after 18/12 launch date)	Tue 16th Feb 16
	Skills Hub sends Detailed Business Case documentation to Agency	Thu 18th Feb 16
	Detailed Business Case assessment and review completed by LEP, Skills Hub and SFA. SFA communicate recommendations to Skills Hub.	Thu 24th Mar 16
	Skills Hub/LEP Officers to finalise recommendations.	Fri 25th Mar 16
	Skills Hub to take finalised recommendations to the Skills Board	Date to be agreed
	Recommendations made to and ratified by LEP Board	Tue 5th Apr 16
	Outcome letter	LCC to advise date
Project Start	Earliest Planned Start Date	Programme Team to advise date

Fast Track Process: EOI and business case submitted together. Business case is only reviewed if the EOI is successful.

Phase	Action	Timetable
	Timetable approved by the Lancashire Skills Board	Thu 10th Sep 15
EOIs and Detailed Business Case process	Launch Round 1	Mon 14th Sep 15
	Market Engagement Event	Mon 21st Sep 15
	Submission of EOI and Detailed Business Case (7 weeks after 14/9 launch date)	Mon 2nd Nov 15
	Skills Hub review and do a first cut (non-eligible and very low scoring)	Tues 3rd Nov 15
	Chosen EOI and Detailed Business Case docs sent to SFA	Wed 4th Nov 15
	EOI assessment and review completed by Skills Hub and SFA. SFA communicate recommendations to Skills Hub by telekit or meeting.	Wed 9th Dec 15
	Skills Hub/LEP Officers to finalise recommendations	Wed 9th Dec 15 - this to be agreed at Skills Board in Sept
	Skills Hub take finalised recommendations to the Skills Board	Thu 10th Dec 15 - this to be agreed at Skills Board in Sept
	Recommendations by Skills Board made to full LEP Board and ratified by the LEP Board	Tue 15th Dec - CANNOT MOVE
	EOI Outcome letter	Fri 18th Dec 15
	Detailed Business Case assessment and review completed by LEP, Skills Hub and SFA. SFA communicate recommendations to Skills Hub.	Wed 6th Jan 16
	Skills Hub/LEP Officers to finalise recommendations.	Fri 8th Jan 16
	Skills Hub to take finalised recommendations to the Skills Board	Date to be agreed
Recommendation made to and ratified by LEP Board	Tue 2nd Feb 16	
Outcome letter	LCC to advise date	
Project Start	Earliest Planned Start Date	Fri 1st April

Lancashire Enterprise Partnership - Round 2 (16/17 Funding Allocation)

Phase	Action	Timetable	Proposed Timeline	Previously Agreed Timeline
Priority Setting and Process Agreement	Finalise Paperwork and Process with SFA	Mon 24th Aug 15 (at SFA/LCC KIT)	16th July 2015	21st May 2015
	Final Sign Off of Paperwork and Process	Wed 2nd Sep 15		
	Skills Board Approve Prospectus and Paperwork	Thu 10th Sep 15 (at Skills Board meeting)	28th July 2015	11th June 2015 (Skills Board meeting)
Round 1 - EOIs and Detailed Business Case	Launch Round 1 - EOI and Detailed Business Case Process	Mon 14th Sep 15	4th August 2015	22nd June 2015
	Market Engagement Event	Wed 16th Sep 15 - open and transparent and explain strategic fit. Who will be invited?	6th August 2015	24th June 2015
	Submit EOI and Detailed Business Case	Wed 28th Oct 15 (6 weeks after event date)	8th October 2015	28th August 2015
	LCC and Skills Hub review - first cut	Wed 28th to Fri 30th Oct 15		
	LEP sends EOI and Detailed Business Case documentation to Agency	Fri 30th Oct 15	12th October 2015	1st September 2015
	Agency and LEP EOI and Detailed Business Case Assessment and Review Completed by	Wed 25th Nov 15 (3.5 week period after SFA receive EOI/Detailed Business Case documentation)	20th November 2015	6th October 2015
	Agency Recommendations to LEP Exec	Thu 26th Nov 15 - LEP consider recommendations prior to Telekit.	21st November 2015	8th October 2015
	SFA/LEP Exec Telekit		22nd November 2015	9th October 2015
	Recommendation to Skills Board	Thu 3rd Dec 15 (at Skills Board Meeting)	3rd December 2015 (Skills Board meeting)	22nd October 2015 (Skills Board meeting)
	Recommendation Ratified by LEP Board	Can be completed by written procedure in two days	LEP to advise date	N/A
	Outcome letter	see above	LEP to advise date	N/A
Round 2 - Detailed Business Case	Launch Round 2 - Detailed Business Case		10th December 2015	29th October 2015
	Detailed Business Case Submission Date	9 weeks after launch	11th February 2016	7th January 2016
	LEP sends Detailed Business Case documentation to Agency		12th February 2016	8th January 2016
	Agency and LEP Project Assessment and Review Completed by	5 weeks after sending the business cases to SFA	18th March 2016	12th February 2016
	Agency Recommendations to LEP Exec		21st March 2016	15th February 2016
	SFA/LEP Exec Telekit	Same question as above can the date above and this date be brought together?	22nd March 2016	16th February 2016
	Recommendation to Skills Board		31st March 2016	29th February 2016 (specific meeting to be scheduled)
	Recommendation Ratified by LEP Board		LEP to advise date	LEP to advise date
Outcome letter		LEP to advise date	LEP to advise date	
Project Start	Earliest Planned Start Date		1st April 2016	1st April 2016



Lancashire Skills Board

Private and Confidential: No

Thursday 10th September 2015

Lancashire Skills and Employment Strategic Framework. (Appendix 'A')

Report Author: Dr Michele Lawty-Jones, Director of the Lancashire Skills Hub,
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Executive Summary

This report sets out an updated version of the Lancashire Skills and Employment Framework which has been amended following feedback from the Lancashire Skills Board Away Day in August, the completion of the studies and further analysis of the findings and recommendations.

Recommendation

The Committee is asked to approve the final draft of the Lancashire Skills and Employment Framework for consultation purposes.

Background

Following feedback from the Lancashire Skills Board Away Day in August and the completion of the studies and further analysis of the findings and recommendations, the Skills and Employment Framework has been up-dated. Version 4 is attached for review. The main amendments are those made to the presentation of the framework at the back of the document.

The framework draws together the key priorities and objectives from the range of studies, identifying common themes and issues. The framework is now structured into 4 themes: Future Workforce, Skilled & Inclusive Workforce, Inclusive Workforce and An Informed Approach. These themes are underpinned by a number of key objectives, plus a common set of outcomes for the framework as a whole. These objectives articulate the priorities for Lancashire and are broken down further into a number of actions.

It is intended that the Strategic Framework will inform and underpin the investment decisions made in relation to discretionary funding (for example, ESIF funding and Growth Deal Skills Capital) and influence the use of mainstream skills and employment budgets. Providers making use of these budgets in Lancashire will be invited to set out how their delivery will contribute to achieving the Framework's priorities. In delivering the Strategic Priorities, the LEP Skills Board and other strategic partners will also work with employers to leverage greater levels of employer engagement and investment in key areas.

An action within the framework is to establish Sector Skills Development Partnerships. This will evolve from the stakeholders involved in the development of the sector evidence bases and allied action plans. The Sector Skills Development Partnerships will oversee the implementation of sector specific action plans which will feed into the achievement of the actions and objectives detailed in the Framework.

The document is presented as the final draft which will be used for consultation. It is intended that consultation will be undertaken with Local Authorities through meetings with the Chief Executives, and through events with key stakeholders including skills providers and employers. A timetable of meetings and events is currently being compiled.



Lancashire
Enterprise Partnership

Appendix A

The Lancashire Skills and Employment Strategic Framework 2016-2021

Draft Version 4

03/09/2015

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Introduction

The purpose of this Strategic Framework is to make the Skills and Employment system more responsive to the needs of Lancashire, and, in particular, provide the necessary foundations for achievement of the Strategic Economic Plan (SEP). It provides a framework for public investment in Employment and Skills activities in the County, and it outlines the direction employment and skills providers need to take to best address need.

This Strategic Framework identifies the key priorities and actions that should be addressed to tackle labour market failure in the County and its localities, and to address the Strategic imperatives of the SEP. It is informed by local needs and opportunities - and challenges providers to be responsive to them. It covers issues of economic inactivity and unemployment; low and basic skills issues; technical skills gaps and skills shortages; apprenticeships; and, higher level skill needs.

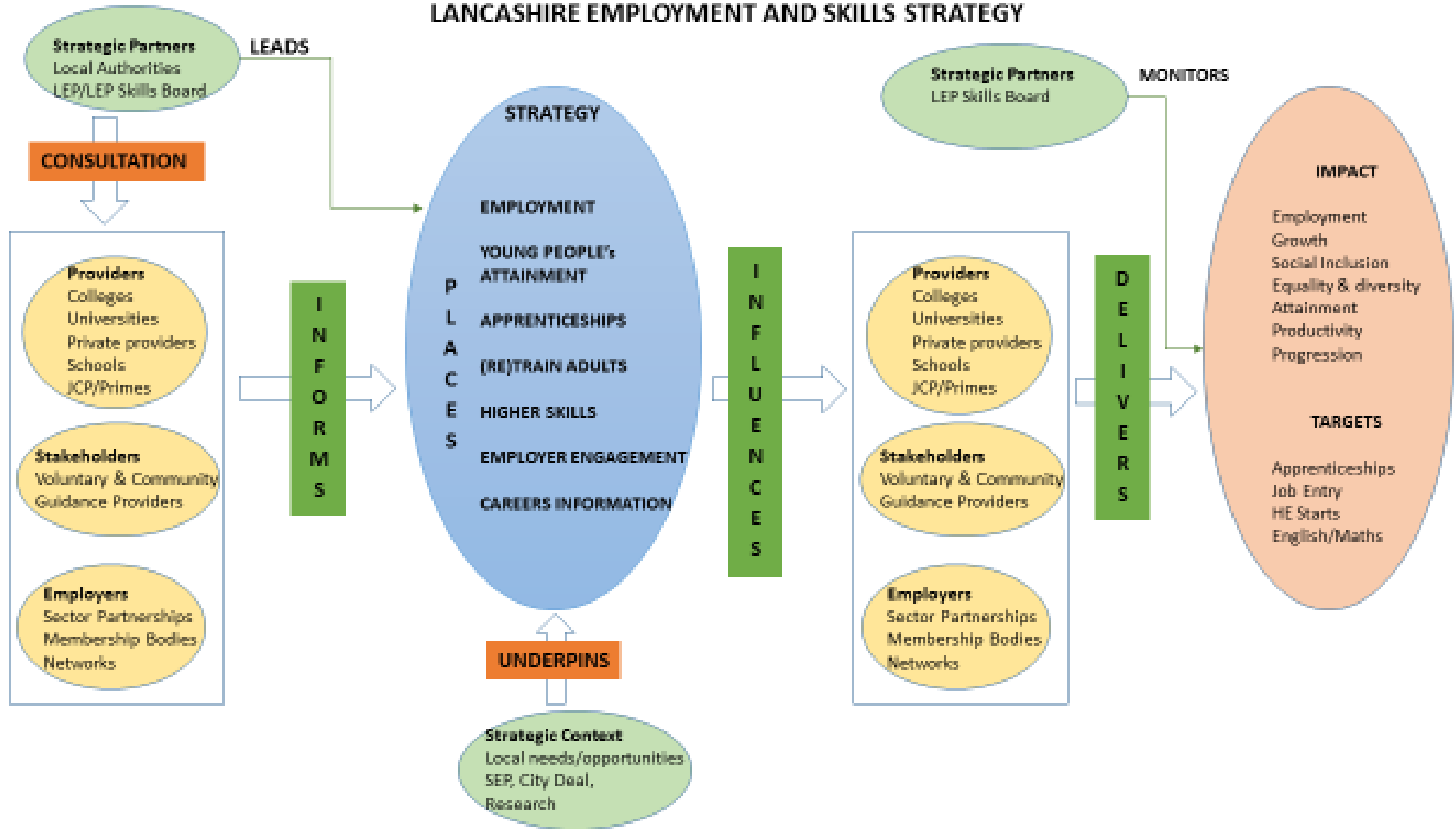
The purpose of the Strategic Framework is to:-

- a) Increase prosperity and economic growth;
- b) Deliver SEP Priorities;
- c) Address issues of unemployment and economic inactivity; and,
- d) Promote social inclusion, social cohesion, and equality and diversity.

The Framework seeks to influence the improvement of service delivery for the county's employers, young people (14-19) and working age adults. The delivery in scope includes welfare to work programmes; all 14-16 and 16-19 education and training; all apprenticeships; all adult skills and further education; higher education; and, information, advice and guidance services for adults and young people.

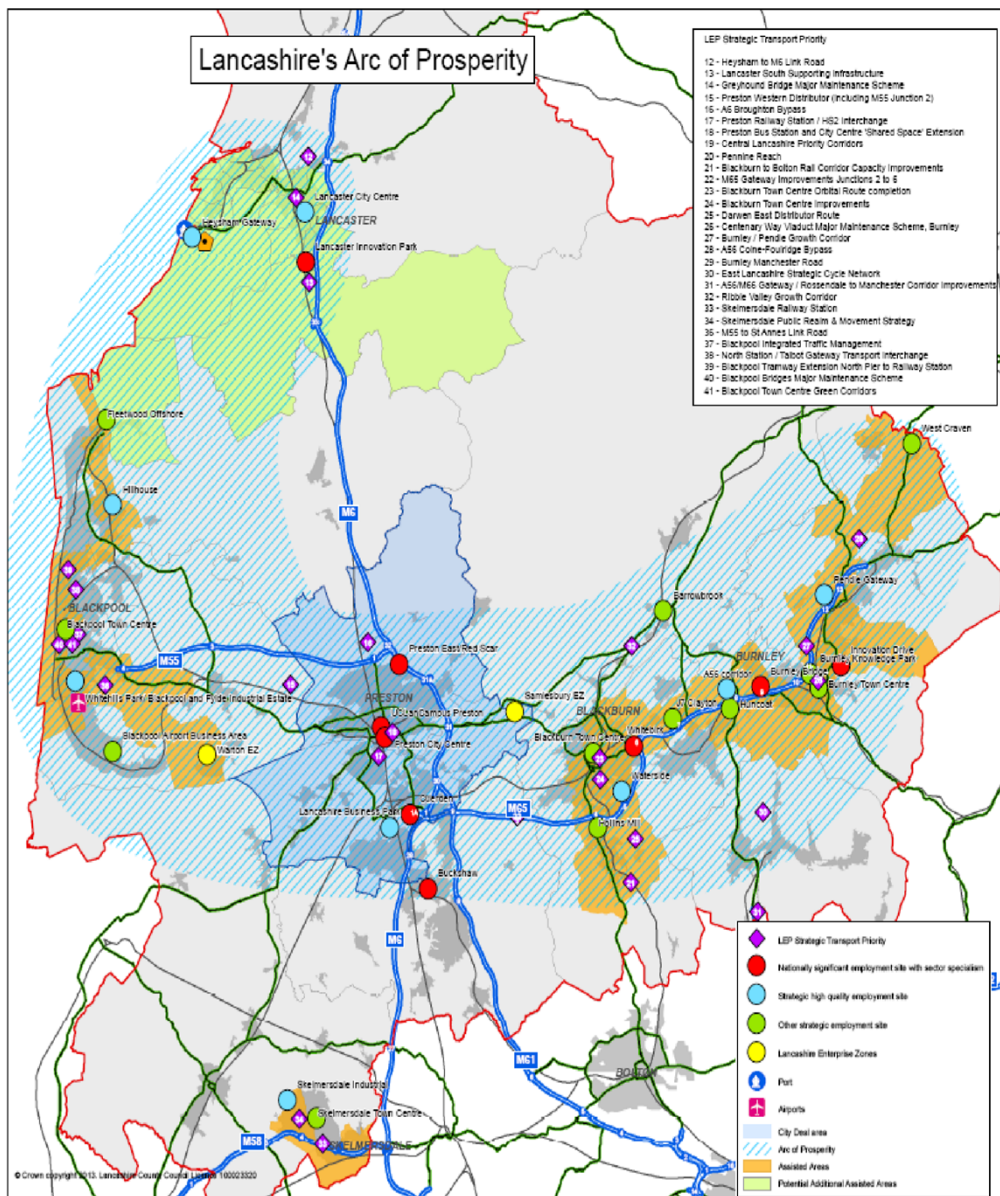
Where the LEP Skills Board or Local Authorities have direct authority or a role in particular skills budgets (e.g. European Social Funds (ESF), Growth Deal Skills Capital, 16-19, NEET, IAG etc.), it is intended that the Strategic Framework will inform and underpin the investment decisions made in relation to these budgets. In addition it is expected that the Strategic Framework will influence the utilisation of all post-16 education, skills and welfare to work budgets. Providers making use of these budgets in Lancashire will be invited to set out how their delivery will contribute to achieving the Framework's priorities. In delivering the Strategic Priorities, the LEP Skills Board and other strategic partners will also work with employers to leverage greater levels of employer engagement and investment in key areas.

LANCASHIRE EMPLOYMENT AND SKILLS STRATEGY



Lancashire's Strategic Economic Plan - Delivering the Arc of Prosperity

The overarching purpose of the SEP and Growth Deal is to re-establish Lancashire as an economic powerhouse and a national centre of excellence in advanced manufacturing by maximising its clear competitive strengths and capabilities in the aerospace, automotive, energy and health science related sectors. By realising the value of an *arc of prosperity*, which sweeps across Lancashire, the LEP will harness the power and potential of our national industrial hotspots; our key strategic sites; our key clusters of high value activity; and our internationally recognised centres of excellence in research and innovation.



The contribution of Lancashire's visitor and rural economies and heritage assets is acknowledged by the LEP, as is the complementary role these sectors play in delivering the Lancashire Growth Deal. The former is of particular importance to the

renewal of Blackpool, where a strengthened visitor economy will be critical to the town's renewal.

Businesses in Lancashire export their goods and services across the world. The area is rightly identified as one of the UK's strongest export performers, with the likes of BAE Systems' military air operations playing a central role in delivering the UK's largest ever international trade deal. Despite this, Lancashire as a location has failed to consistently attract significant new occupiers and investors in recent years. Failure to deliver key strategic sites, a constrained transport infrastructure, and an under-powered strategic marketing capacity, have all contributed to this.

The LEP is now making progress to address these key limitations. Lancashire's Growth Deal will restore more rapidly Lancashire's ability to compete in the international marketplace for new investment, jobs, learners and visitors.

The Growth Deal is specifically designed to address transport infrastructure issues and establish for the first time a transport investment programme, under the direction of TfL, commensurate with Lancashire's economic and housing growth opportunities and challenges. This investment programme will ensure key locations can fulfil their potential as growth corridors and major industrial, commercial and transport hubs for Lancashire as well as neighbouring economies. It will also maximise the connectivity opportunities afforded by new national and regional initiatives, including HS2, Airport City, Media City UK, Northern Hub, Atlantic Gateway and Liverpool SuperPort.

The SEP recognises that places such as Skelmersdale, in West Lancashire, and Rossendale, in East Lancashire, are equally capable of taking advantage of their adjacency to growth opportunities in neighbouring city-regions, especially in Liverpool and Manchester. The Growth Deal positions the connectivity solutions necessary to maximise these key cross-boundary opportunities.

Partners are working harder to unlock constrained growth opportunities in all parts of Lancashire to create a more balanced economy, especially in terms of re-establishing the local growth trajectories of East Lancashire and Blackpool. The LEP's work to bring forward high quality opportunities consistent with market requirements indicates East Lancashire can grow its existing advanced manufacturing clusters and attract new industrial occupiers, if there are significant improvements in the local transport infrastructure.

The economic success of Lancashire both depends upon, and supports, a new approach to housing growth. Although local partners consider housing regeneration still to be a key issue in certain parts of Lancashire, and especially in Blackpool, the Growth Deal provides the opportunity to bring forward housing growth ambitions in areas that were previously characterised as failed housing markets. The LEP's growth ambition for the Lancashire economy is such that, allied to our own strategic investment plans and those of others, we envisage housing build completion rates returning to levels not seen since the mid-1990s.

The *arc of prosperity* currently generates around 75% of Lancashire's wealth and provides the primary focus of our economic and housing growth plans. The SEP therefore concentrates economic activity and Growth Deal investment in this arc.

In spatial terms, *the arc of prosperity* captures:

- The importance of **Lancaster** as a major location for economic and housing growth, underpinned by its world-class research intensive university, a renewed city centre, and the prospect of further growth as an energy centre and port serving Lancashire and the wider region;
- In **Wyre and Fylde** the truly global excellence of an established base of growing polymer science, nuclear and renewable energy focused companies including AGC, Victrex and Vinnolit;
- **Blackpool** remains one of the UK's leading visitor destinations, but it is vital this competitive advantage is further strengthened and its social and economic renewal accelerated;
- The two Lancashire EZ sites at **Samlesbury and Warton** that are exclusively focused on the growth of advanced manufacturing;
- **Central Lancashire** is home to some of the UK's leading automotive companies, including supply chain clusters with companies such as Clean Air Power and Torotrak, and Tier 1 OEM companies including PACCAR (Leyland Trucks);
- **Preston**, the county's largest urban centre, which is also the home to UCLan and the focal point of our City Deal 10-year infrastructure and development programme; and
- The **M65 Growth Corridor** which forms the economic spine of **East Lancashire**, and includes, Blackburn as its key gateway location, Burnley, the UK's most Enterprising Area, and Pendle, which has the largest concentration of employment in advanced manufacturing in England.

The *arc of prosperity* clearly signals where the new jobs and housing growth in Lancashire will be generated, supported by key economic and transport interventions. More than 90% of the county's forecast additional employment opportunities will be located on sites, and at locations, within the arc. Almost all of the county's large single-site housing development schemes are also within the arc. Delivering the *arc of prosperity* is central to achieving the LEP's strategic vision, providing a platform from which the SEP's strategic objectives and priorities can be clearly articulated.

The skills and employment system is a key cross-cutting enabler, underpinning sector development and growth, inward investment and the development of employment sites and the Enterprise Zones, individual business growth and social mobility.

Key Issues in the Lancashire Labour Market

Critical Constraints

The Lancashire workforce is ageing, as it is elsewhere in England, and combined with modest population growth, this presents the biggest challenge to the LEP meeting its economic targets. Four factors - the current population size, demographics, economic activity and skills profile will make it more difficult for Lancashire to attract the inward investment needed to support the employment targets set out by the LEP. The skills and employment system can make a real impact on two of those factors – economic activity and skills.

A lower proportion of employment in the current business base in higher level occupations than nationally, will make it difficult for employers to recruit skilled workers, particularly for a number of the priority sectors. Reskilling the existing workforce will go some way to addressing this.

Although a significant number of young people from Lancashire go on to higher education, many young people are not returning, and the low numbers in the workforce aged 21-34 years old is a serious weakness in the workforce profile.

In the future, employers are likely to find it difficult to recruit higher skilled and experienced personnel, and increasing demand for construction is likely to lead to more severe skills shortages in skilled trades, with the potential for the displacement of skilled workers from other sectors.

There are major challenges in creating new employment opportunities in East Lancashire. There are also considerable challenges with regard to Blackpool, Fylde and Wyre.

Employment Growth and the Lancashire Workforce

Growth sectors in the Lancashire economy will create circa 45,000 jobs over the next ten years, and this will increase to over 55,000 if the LEP's ambitions for economic growth are met. In terms of recruitment and skills to support this employment growth:

- A marked increase in construction employment is likely to be inhibited by skills and recruitment challenges.
- A large proportion of the recruitment for the forecast increase in logistics and distribution, the visitor economy and leisure can be met by local residents supported by relevant occupational training.
- The growth in business and professional services and ICT related business may be affected by a limited pool of labour of well qualified younger people, and this may have an impact on inward investment.

The challenges facing companies recruiting for new jobs will be exacerbated by the need to replace existing workers as they retire, change jobs or leave the labour market. Replacement demand will create much greater requirements for training provision than absolute employment growth, much of it in higher level occupations.

The economic forecasts suggest that manufacturing employment will decline by some 10,000 jobs over the next ten years. Initiatives are underway to ensure this does not happen and that manufacturing sub-sectors with the potential to grow are fully supported. This will require:

- New inward investment linked to Lancashire manufacturing specialisms and supply chain.

- The continual upskilling of the workforce.
- A long term programme to bring new apprentices and graduates into the industry.

Given the need for Lancashire to address the ageing of its workforce and to stop the talent drain of younger workers, Lancashire needs to develop best in class apprenticeship and graduate retention programmes.

The overall competitiveness and sustainability of the Lancashire economy is linked to a wider move to a higher skilled and more productive workforce in both manufacturing and the service sector. This will require, at every level, a better educated and qualified workforce, with both life and vocational skills.

Employability

The Lancashire economy currently has too few jobs to provide the employment opportunities to increase employment rates to a level which would significantly raise low household incomes in many communities. A considerable number of people are without employment in Lancashire, and this number has been affected by the slow employment recovery compared to other parts of England. As jobs growth begins to take hold in the County, linking those out of work with these opportunities may help to decrease economic inactivity levels.

A lower employment rate, particularly amongst certain age groups (and older people) and the doubling of unemployment since the onset of recession, with 50,000 currently unemployed, presents a challenge in an economy where employment growth has been limited recently. As the employment recovery picks up in the County, it is imperative that these increasing opportunities are linked to local people who can benefit from them.

While the workforce is ageing, many people will need to remain in employment for longer due to changes in pension arrangements. This could indirectly lead to fewer employment opportunities for young people, unless new jobs are created in the economy. Successful delivery of the LEPs growth plans will be fundamental.

There is a strong link between qualifications and employment, and too many people, including those affected by Welfare Reform, have qualifications below Level 2. These people are vulnerable to becoming trapped in low-paid and insecure employment, leaving some communities experiencing low incomes and multiple deprivation. Adults achieving employment-linked qualifications at Levels 2 and 3 provides a route to more secure employment options.

There is a need to improve the educational performance of school students in many parts of Lancashire. With current attainment levels, too many school students will be unable to take up the employment and training opportunities in the sectors which will create new jobs.

Skills and Employment Provision

Lancashire has a number of highly regarded Further Education Colleges, private providers and Higher Education Institutions, providing substantial work-related education and training each year to young people and adults. While provision attempts to match market demand, there are some areas where increased provision could be considered.

Considerable numbers each year are provided with life and work skills, although workplace learning opportunities are limited. Apprenticeships continue to provide work based training opportunities, although again numbers are limited, and without further incentives it is not clear if employer participation can be increased substantially, or if a significant number of young people with the

required capabilities and attitudes can be attracted into apprenticeships as a vocational alternative to higher education.

The Work Programme is the largest back to work programme in Lancashire, although less than one in four of the substantial number of participants successfully attain a job outcome.

Priority Issues

The provision of training needs to take account of both the challenges in supporting employment growth and the need to strengthen the existing business base through a better skills workforce. The emerging priorities are:

- **Young People's attainment:** improving the attainment rate of schools students to match the national average, with a focus on those schools where students are seriously lagging behind.
- **Careers Advice and Guidance:** provision of advice and guidance to young people, underpinned by robust labour market intelligence, highlighting the career opportunities in the County and employability in a changing economy.
- **Apprenticeships and vocational training:** increasing the number and quality of apprenticeships and encouraging greater levels of provision at a higher level, reaching more employers in sectors with high replacement demand and growth.
- **Graduate and Higher-level skills retention:** developing new and innovative mechanisms including increasing internships and graduate placements across the Lancashire business base, increasing the number of workers with higher level skills.
- **Construction:** given the need to complete major infrastructure works and increase residential development, develop new initiatives to address requirements and skills changes in construction and increase the number of partnerships in skilled trades.
- **FE and Skills Provision:** working with Further Education Colleges, private providers and employers to target vocational training opportunities at areas of high replacement demand and genuine employment growth.
- **Employer engagement:** there is a need to increase employer engagement in skills, and encourage greater commitment to workforce development, as well as encouraging employers to work with education providers to influence vocational provision.
- **Employability:** there is a need to increase efforts to link young people and those seeking employment with the regular opportunities made available through replacement demand, and tackle employability issues before they become entrenched by reducing the number of young people becoming NEET, and working with those at risk of redundancy to re-train or transfer their skills to other sectors / employers.
- **Work Programme:** Lancashire needs a more effective Work Programme capable of generating higher than average outcomes for local residents.

Lancashire Skills and Employment Framework

The Lancashire Skills Board commissioned a range of studies to bring together a robust evidence base to develop the Lancashire Skills and Employment Framework. This included a comprehensive review of skills and employment issues in Lancashire (summarised in the critical issues section above), six sector studies focusing on areas of high replacement demand and growth potential (Advanced Manufacturing; Energy and Environmental Technologies; Creative and Digital; Health and Social Care; Finance and Professional Services; and Visitor Economy) and, in addition a skills and employment study commissioned by the City Deal Executive highlighting the critical skills and employment issues in the Construction Industry.

The framework draws together the key priorities and objectives from the range of studies, identifying common themes and issues. **The framework is structured into 4 themes: Future Workforce, Skilled & Inclusive Workforce, Inclusive Workforce and An Informed Approach.** These themes are underpinned by a number of key objectives, plus a common set of outcomes for the framework as a whole. These objectives articulate the priorities for Lancashire and are broken down further into a number of actions.

It is intended that the Strategic Framework will inform and underpin the investment decisions made in relation to discretionary funding (for example, ESIF funding and Growth Deal Skills Capital) and influence the use of mainstream skills and employment budgets. Providers making use of these budgets in Lancashire will be invited to set out how their delivery will contribute to achieving the Framework's priorities. In delivering the Strategic Priorities, the LEP Skills Board and other strategic partners will also work with employers to leverage greater levels of employer engagement and investment in key areas.

An action within the framework is to establish Sector Skills Development Partnerships. This will evolve from the stakeholders involved in the development of the sector evidence bases and allied action plans. The Sector Skills Development Partnerships will oversee the implementation of sector specific action plans which will feed into the achievement of the actions and objectives detailed in the Framework.

Lancashire Skills and Employment Framework – Overview

Theme	Objectives	Outcomes
Future Workforce	<ol style="list-style-type: none"> To increase school attainment levels in areas of concern in Lancashire through the 'Careers Inspiration' agenda. To co-ordinate and improve the Careers Education, Information, Advice and Guidance (CEIAG) offer to people in schools, colleges, providers and universities and increase engagement with STEM subjects, vocational pathways and routes into key LEP sectors and areas of high replacement and growth demand. To improve vocational pathways from classroom based provision to higher level work-based provision. To increase graduate retention in Lancashire by improving engagement with employers during and after programmes of learning (e.g. work based projects, placements and internships) and by improving the attractiveness of Lancashire to ambitious and aspirational graduates. To reduce current skills shortages (teachers, tutors and lecturers) by increasing engagement of employers in co-delivery and sharing of staff across providers. To improve employability and enterprising skills, attitudes and behaviours across the education journey. To improve and ensure that post-16 education and learning facilities are fit-for-purpose and that responsive and flexible approaches are taken (e.g. blended learning). 	<ol style="list-style-type: none"> Reduction in Lancashire unemployment and NEET figures. Less reported vacancies / skills shortages in key LEP sectors and areas of high replacement demand and growth. More Lancashire residents skilled at Level 3 and above. Increased social mobility in disadvantaged areas. Improved school attainment levels in under performing schools across Lancashire. A greater number of graduates choosing to work in Lancashire. Less reported skills shortages in providers (teachers, tutors and lecturers). Greater number of apprenticeships at L3 and above. Greater number of employers offering graduate level jobs and investing in skills.
Skilled and Productive Workforce	<ol style="list-style-type: none"> To increase the number of apprenticeships (including higher level and degree) in areas of high replacement demand and growth. To increase the number of companies in Lancashire offering graduate-level and professional jobs, and attract new businesses likely to recruit higher skilled people. To increase the number of employers undertaking workforce/succession planning and investing in skills. To improve the provision of sector-specific training to tackle skills shortages in LEP priority sectors. Raise the capability of SMEs to grow through leadership and management interventions. 	
Inclusive Workforce	<ol style="list-style-type: none"> To improve the employability and skills of unemployed adults and NEET young people to enhance job prospects, particularly in areas of high replacement demand and growth. To provide relevant labour market information (LMI) and CEIAG to support decision making. To facilitate routes into employment through sector specific initiatives, for example, Sector Based Work Academies. 	
An Informed Approach	<ol style="list-style-type: none"> To create a 'skills observatory' for Lancashire that will maintain the skills and employment evidence base and an oversight of relevant policy. To facilitate 'Sector Skills Development Partnerships' that will drive the implementation of sector specific action plans. To connect and collaborate with other LEP areas to influence 'mainstream' provision (e.g. CEIAG), collaborate, and to share good practice. 	

Future Workforce (FW)			
Actions (aligned to the objectives above)	Sector Priorities	Ownership	Mechanisms
<p>1a Inspire young people through industry role models, materials and activities to motivate them to achieve higher attainment levels.</p> <p>2a. Gain an overview of CEIAG activity across Lancashire to gain an understanding of strengths and weaknesses and areas requiring intervention.</p> <p>2b. Work with the Careers and Enterprise Company, the National Careers Service (NCS) and local CEIAG providers to increase interactions between employers and schools and post-16 providers in sectors with high replacement demand and growth through a range of activities.</p> <p>3a. Providers to work with employers to ensure that curriculum is fit for purpose and to improve vocational and non traditional pathways (e.g. higher level apprenticeships).</p> <p>4a. Increase the number of Lancashire-based businesses offering work based projects, placements, internships and KTPs to Lancashire (under) graduates and graduate level vacancies with good terms and conditions.</p> <p>5a. Work with the Sector Skills Development Partnerships (SSDPs) to develop models for increasing co-delivery by employers, industry assessors and the sharing of staff.</p> <p>6a. Work with the Careers and Enterprise Company to develop and implement the 'Enterprise Passport' to provide a mechanism for recognising employability/enterprise skills.</p> <p>6b. Map the enterprise education journey with view to reinforcing curriculum and activities which develop enterprising skills, attitudes and behaviours.</p> <p>7a. Invest Growth Deal (skills) capital in projects which will enhance Lancashire's education and learning facilities in-line with employer demand.</p> <p>7b. Establish a Lancashire wide forum to accelerate the</p>	<p>All sectors raised the need to promote their industry to young people, in terms of breadth, career / progression pathways, to break myths and to promote the current and future opportunities in Lancashire. Employer engagement should thus be targeted at all key sectors. Advanced Manufacturing and Construction raised the need to increase the number of students choosing STEM subjects in school and post-16 learning.</p> <p>Creative & Digital (digital), Energy & Environment, Advanced Manufacturing and Construction specifically raised the need to attract females to their industries; activities should thus be integrated into 1b and 2a to address this issue.</p> <p>Graduate attraction and retention was cited as a particular issue for all sectors apart from Visitor Economy.</p> <p>Visitor Economy, Energy and Environment, Finance and Professional Service and Creative and Digital specifically raised the need to improve work readiness, softer skills and enterprising skills.</p> <p>The need to invest in up-to-date equipment and technology to ensure learning is fit-for-purpose cut across a number of sectors. A Hotel School was also recommended by Visitor Economy.</p>	<p>1a-2b: Lancashire Skills Hub, NCS, SSDPs, CEIAG providers, Schools, Sixth Forms, Colleges and Providers, Employers.</p> <p>3a: Skills Providers, Employers.</p> <p>4a: Lancashire Higher Education Institutions (HEIs) and FE Colleges offering Higher Education, Employers.</p> <p>5a: SSDPs, Employers, Skills providers.</p> <p>6a-6b: Lancashire Skills Hub, NCS, Schools, Colleges, HEIs.</p> <p>7a: Lancashire LEP and Lancashire Skills Board.</p> <p>7b: Lancashire Skills Hub, Colleges, Providers and HEIs.</p>	

use of blended learning, including the use of on-line learning, simulation and virtual reality.			
Skilled and Productive Workforce (SPW)			
Actions (aligned to the objectives above)	Sector Priorities	Ownership	Mechanisms
<p>1a. Drive the engagement of employers in the development of apprenticeship standards to increase the number of relevant L3+ (advanced, higher and degree) apprenticeships on offer in Lancashire.</p> <p>1b. Increase capacity in post-16 providers and universities to offer L3+ apprenticeship routes and develop robust progression routes from classroom based vocational provision.</p> <p>2a. Increase the attractiveness of Lancashire for 'growth' companies, supply chain development, and ambitious graduates and professionally qualified people.</p> <p>FW 4a. Increase the number of Lancashire-based businesses offering work based projects, placements, internships and knowledge transfer partnerships to Lancashire (under) graduates and graduate level vacancies with good terms and conditions.</p> <p>3a. Integrate a workforce/succession planning service into the Lancashire Growth Hub, alongside a skills brokerage service to increase the number of (new) employers investing in skills.</p> <p>3b. Consider the development of a 'skills pledge' model to encourage the engagement of employers.</p> <p>4a. To integrate specific sector skills needs into programmes such as 'Skills Support for the Workforce' and feed intelligence into the supply side to influence curriculum.</p> <p>5a. Provision of a Lancashire wide leadership and management programme targeting owner managers of SMEs, aimed at improving leadership capacity and innovation / creativity to enhance business growth.</p>	<p>All sectors stated the need to increase the number of advanced, higher and degree apprenticeships to support progression and retention. Health and Social Care and Visitor Economy also encouraged the use of traineeships as a route into apprenticeships.</p> <p>Advanced Manufacturing and Energy and Environmental emphasised the need to support the development of the supply chain.</p> <p>Graduate attraction and retention was cited as a particular issue for all sectors apart from Visitor Economy.</p> <p>Advanced Manufacturing, Health and Social Care, Visitor Economy and Energy and Environment encouraged employer engagement through a brokerage service and/or a skills pledge model.</p> <p>A number of sector specific needs need addressing including: care certificate, health and care interdisciplinary training, advanced IT and software skills, cyber-security, cloud-based computing, sales and marketing, project management, social media, customer service and other technical skills.</p> <p>Creative and Digital and Visitor Economy cited the need to improve leadership and management skills and entrepreneurialism. Finance and Professional Services focused on the need to</p>	<p>1a: SSDPs, Employers, Lancashire Skills Hub, Skills Providers and HEIs.</p> <p>1b: Skills Providers and HEIs.</p> <p>2a: Lancashire LEP.</p> <p>4a: Lancashire Higher Education Institutions (HEIs) and FE Colleges offering Higher Education, Employers.</p> <p>3a: LEP Business Support Management Board, Lancashire Skills Board, Lancashire Skills Hub, Lancashire Growth Hub.</p> <p>3b: Lancashire Skills Hub, Lancashire Growth Hub.</p> <p>4a: Lancashire Skills Hub, Skills Providers.</p> <p>5a. Lancashire Skills Hub, Lancashire Growth Hub, Skills providers and HEIs.</p>	

	support the growth of family owned businesses through succession planning, mentoring and the use of non-executive directors.		
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Inclusive Workforce (IW)			
Actions (aligned to the objectives above)	Sector Priorities	Ownership	Mechanisms
<p>1a. To facilitate improvement in Work Programme outputs by correlating activity with areas of high replacement demand and identifying interventions which would be complimentary and improve outcomes.</p> <p>1b. Employability and skills development programme incorporating CEIAG for adults not in work and not claiming benefit and those at risk of redundancy (targeting individuals outside of the Work Programme and mainstream provision).</p> <p>1c. Employability and skills development programme incorporating CEIAG targeting NEET young people.</p> <p>1d. 'Hard to reach' programme(s) aimed at the disadvantaged and the furthest from the labour market (incorporating an escalator model which will feed into 1a, 1b, 1c as appropriate or other relevant activity which will provide a pathway into learning or work).</p> <p>1e. Incorporate the Social Value Act (2012) into LEP capital programmes to create skills and employment opportunities aimed at the unemployed, disadvantaged and NEET.</p> <p>3a. Sector specific 'ready for work' programmes building on models like Sector Based Work Academies, targeting areas of high replacement demand and inward investment opportunities.</p> <p>3b. Review viability of a 'Wheels to Work' scheme for rural areas of Lancashire, building on good practice in Cumbria.</p>	<p>Health and Social Care and the Visitor Economy highlighted the potential for retraining and sector-based approaches to fill high levels of replacement demand and growth. The significant growth projections in construction would also apply.</p> <p>Visitor Economy highlighted the benefits of the 'Wheels to Work' programme to individuals working unsociable hours.</p>	<p>1a: Lancashire Skills Board, DWP, Work Programme Providers.</p> <p>1b: Lancashire Skills Board, DWP, JCP, Providers.</p> <p>1c: Lancashire Skills Board, Local Authorities, Providers.</p> <p>1d: Lancashire Skills Board, Local Authorities, Providers.</p> <p>1e: Lancashire Skills Board, Growth Deal Management Board, City Deal Executive, recipients of capital funding.</p> <p>3a: Lancashire Skills Board, Providers, SSDPs.</p> <p>3b: Lancashire Skills Board,</p>	

		Lancashire Skills Hub.	
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An Informed Approach (IA)			
Actions (aligned to the objectives above)	Sector Priorities	Ownership	Mechanisms
<p>1a. Development of the Lancashire Skills Hub as a hub of intelligence in regard to relevant policy and LMI for local stakeholders, and to influence and position Lancashire in the Local Enterprise Partnership (LEP) network and nationally.</p> <p>1b. Use of the Skills and Employment Framework and related intelligence to influence, prioritise and direct the use of mainstream and discretionary funding (e.g. ESIF, Growth Deal, Area Review, devolution agenda).</p> <p>2b. Development of 7 Sector Skills Development Partnerships to oversee, facilitate and deliver sector action plans in Advanced Manufacturing, Energy and Environment, Creative and Digital, Visitor Economy, Health and Social Care, Finance and Professional Services and Construction.</p> <p>3a. Create relationships and collaborations with other LEP areas facing similar challenges to influence mainstream provision lobby and influence and develop collaborative projects.</p>	<p>Cross sector call to maintain local labour market intelligence and oversight of policy to drive local provision and to influence / position nationally.</p> <p>Proposed that Sector Skills development Partnerships are put in place to drive sector-focused activity, building on the steering groups which oversaw the initial baseline studies and the development of sector action plans.</p>	<p>1a. Lancashire Skills Hub, Representative Groups.</p> <p>1b. Lancashire Skills Board, Lancashire Skills Hub, Representative Groups.</p> <p>2b. Lancashire Skills Hub, SSDPs.</p> <p>3a. Lancashire LEP, Lancashire Skills Board, Lancashire Skills Hub, Representative Groups.</p>	



LEP – Sub Committee

Lancashire Skills Board

Private and Confidential: No

Thursday 10th September 2015

Apprenticeships Levy Consultation

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Executive Summary

The Department for Business, Innovation and Skills (BIS) has launched a consultation regarding the implementation of the proposed apprenticeship levy aimed at larger employers. The request for responses closes on the 2nd October 2015.

Recommendation

The Committee is asked to agree that the Lancashire Skills Board submit a collective response to the consultation in-line with the timescales outlined in section 5 of this report.

1 Background

- 1.1 The Department for Business, Innovation and Skills (BIS) has launched a consultation regarding the proposed apprenticeship levy.
- 1.2 The consultation closes on 2nd October 2015.

2 Apprenticeship Levy

- 2.1 The notion of an apprenticeship levy aimed at larger employers was introduced in the Summer budget, and further referenced by the Treasury in the Productivity Plan.

- 2.2 The levy is proposed as an answer to the structural decline of employer investment in skills, and apprenticeships specifically, in a long-term and sustainable way.
- 2.3 Essentially the levy will be collected from larger employers via HMRC and returned via a voucher system to those employers who commit to apprenticeship training (with the potential to gain more than they put in). The system is aimed to put control in the hands of the employer.

3 Current Consultation

- 3.1 The current consultation only covers the implementation of the levy, with a promise of further detail on the levy rate and scope later in the year.
- 3.2 The consultation also poses questions in relation to Construction and Engineering Construction which are already subject to a statutory training levy.
- 3.3 The document does not address how the system will benefit small to medium enterprises (SMEs).
- 3.4 A number of questions are posed in the consultation document to gain feedback from interested parties. These relate to the paying of the levy, employers operating across the whole of the UK, allowing employers to get back more than they put in, making the levy fair, giving employers real control, simplicity, and interaction with existing statutory training levies (as per 3.2).
- 3.5 The consultation document can be accessed at:
<https://www.gov.uk/government/consultations/apprenticeships-levy-employer-owned-apprenticeships-training>

4 Response to the Consultation

- 4.1 At present a piece of work is underway to review the market opportunity for higher level and degree apprenticeships in Lancashire. The proposed apprenticeship levy has featured in discussions undertaken by the consultants with employers. A final steering group takes place on Thursday 10th September in the afternoon to review the findings from the study.
- 4.2 It is proposed that the findings from the study and the final steering group are fed into the development of a response from the Lancashire Skills Board, alongside feedback from the board members.

5 Recommendations

- 5.1 That the Lancashire Skills Board submit a collective response to the consultation.
- 5.2 The Skills Hub collate information gleaned from the higher level skills study and the steering group (plus any other relevant issues raised in the sector studies) into the consultation questionnaire.
- 5.3 Skills Board members feed in responses to the Skills Hub (Lisa.moizer@lancashire.gov.uk) by Wednesday 23rd September 2015.
- 5.4 The Skills Hub to circulate the draft consultation response to Skills Board members by Monday 28th September 2015 with members providing feedback by close of play Wednesday 30th September 2015.
- 5.5 The Skills Hub to submit the consultation response by the 2nd October 2015 deadline on behalf of the Lancashire Skills Board.



Lancashire Skills Board

Private and Confidential: No

Thursday 10th September

Public services (Social Value) Act 2012

Report Author: Dr Michele Lawty-Jones, Director of the Lancashire Skills Hub,
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Executive Summary

The response of the Lancashire Skills Hub Director to a request from the Growth Deal Management Board for a report on how best to identify/capture social impacts and ensure they are taken into account in relation to future decision making in accordance with the requirements of the Public Services (Social Value) Act 2012.

Recommendation

The Committee is asked to:

1. Note the scope of the Social Value Act and the potential to align activities and outcomes with those of the evolving Skills and Employment Framework.
2. Approve, subject to verbal feedback from the Growth Deal Management Board on the 8th September 2015, the suggestion that the Lancashire Skills Board take the strategic lead in relation to the Social Value Act, ensuring that the clause in the Growth Deal GFA results in tangible action.

Background and Information

The Growth Deal Management Board has been established as a Committee of the LEP to oversee the monitoring and implementation of the Growth Deal programme. The Director of the Lancashire Skills Hub is a member of the board and attended the second meeting of the committee in August when the final version of the Grant Funding Agreement (GFA) for Growth Deal projects was presented for consideration,

which included reference to the Social Value Act (19.4 *'to the extent that is compatible with EU Procurement Requirements, the Applicant (and sub-contractors) shall ensure that the Social Value Act 2012 is observed in any procurement processes'*).

The opportunity that the Act provides to gain additional economic, social and environmental benefits was discussed and a further report requested for the Growth Deal Management Board on the 8th September, suggesting a way forward to bring the clause to action.

A copy of the report to the Growth Deal Management Board is attached for reference, providing further detail in relation to the scope of the Act and recommendations for next steps, one of which is to take a paper to the Lancashire Skills Board raising awareness of the Social Value Act and suggesting that the board take the strategic lead in articulating the potential outcomes and benefits, aligning outcomes with the evolving Lancashire Skills and Employment Framework. This paper thus raises awareness, and assuming agreement from the Growth Deal Management Board proposes that the Lancashire Skills Board takes a strategic lead.

Growth Deal Management Board

Private and Confidential: No

Tuesday 8th September

Social Value Act (2012)

Report Author: Dr Michele Lawty-Jones, Director of the Lancashire Skills Hub,
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Executive Summary

Following the discussion at the last meeting in regard to the Grant Funding Agreement clause 19.4 *'to the extent that is compatible with EU Procurement Requirements, the Applicant (and sub-contractors) shall ensure that the Social Value Act 2012 is observed in any procurement processes'* it was agreed that a paper would be brought to the next committee meeting to discuss approaches to integrating social value into the Growth Deal programme.

Recommendation

The Committee is asked to:

1. Note that research is being undertaken to understand the scope of the Social Value Act and good practice in the sector.
2. To approve the proposed actions as detailed in section 3.

1 Background

- 1.1 The Social Value Act (2012) requires people who commission, or buy, public services to consider securing added economic, social or environmental benefits for their local area for contracts that exceed the EU threshold.
- 1.2 Clearly there is a significant opportunity for the LEP (and Lancashire County Council) to integrate social value outcomes into the Growth Deal (and the City

Deal) programmes which are aimed at improving and growing the local economy.

- 1.3 Social value can be achieved in a number of different ways. For example:
- Promotion of youth employment (e.g. apprenticeship numbers/work placements/ promoting careers opportunities to young people through interaction with schools, colleges and universities);
 - Promotion of gender imbalance (e.g. promoting construction careers to females); and
 - Promotion of job opportunities for the long term unemployed and older people, and people from disadvantaged groups.
- 1.4 A number of innovative approaches are emerging across the country that engage the local community in locally based projects and/or involve sub-contracting to social enterprises (as well as commercial organisations). For example, Calico Homes in Lancashire manage the CITB Shared Apprenticeship in the North West (one of the first in the UK) to help **contractors** to meet local training obligations. Between 2010 and early 2014, the shared apprenticeship scheme created over 80 apprenticeships across the North West of which 75% of the young people gained employment in the construction sector.
- 1.5 A number of approaches in relation to procurement processes and also measurement of social values are also evident (for example, social accounting and auditing, and social return on investment).
- 1.6 There are a number of examples of good practice in Local Authorities, for example, the Croydon social value toolkit and the Oldham social value procurement framework.

2 What does it mean for Lancashire?

- 2.1 At present, it would appear that Lancashire's approach to integrating social value is relatively limited.
- 2.2 The starting point in many cases is to define what social value means to the area in question and to agree priority areas and benefits, and to then integrate an agreed framework/toolkit/scorecard into (pre) procurement processes which enable some form of measurement whilst also encouraging innovative approaches.
- 2.3 A meeting has been arranged with the Cabinet Office on the Friday 4th September with the individual responsible for facilitating integration of the Act in the northwest region – this will provide further insight into emerging approaches and good practice.

3 Proposed way forward

3.1 The following actions are recommended:

1. Further research is undertaken into approaches in other sub-regions and also good practice.
2. That further discussion is undertaken with relevant teams in LCC, including Programme Office to understand the current position.
3. That a paper be taken to the Lancashire Skills Board raising awareness of the Social Value Act and suggesting that the board take the strategic lead in articulating the potential outcomes and benefits, aligning outcomes with the evolving Lancashire Skills and Employment Framework.
4. That a further paper be brought to the next Growth Deal Management Board on the 21st October to provide an up-date on progress.



Lancashire Skills Board

Private and Confidential: No

Thursday 10th September

Terms of Reference of the Lancashire Skills Board / Purpose & Objectives of the Lancashire Skills Hub

(Appendices 'A' and 'B' refer)

Report Author: Dr Michele Lawty-Jones, Director of the Lancashire Skills Hub,
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Executive Summary

Following the discussion at the Lancashire Skills Board Away Day in August 2015, a one page document has been produced articulating the purpose, key objectives and success criteria (2015/16) for the Lancashire Skills Hub. The document was circulated to the Skills Board members and comments received and incorporated. Comments also resulted in the suggestion to amend the terms of reference (ToR) for the Lancashire Skills Board. These have thus also been revised to reflect the relationship between the Board and the Hub, and comments received regarding impartiality.

Recommendations

The Committee is asked to:

1. To approve the purpose, objectives and success criteria (2015/16) for the Lancashire Skills Hub.
2. To approve the revisions to the Lancashire Skills Board Terms of Reference and submission to the Lancashire LEP Board for endorsement.
3. To approve the change of title of the Lancashire Skills Board to the Lancashire Skills and Employment Board.

1 Background

- 1.1 Following the discussion at the Lancashire Skills Board Away Day in August 2015, a one page document has been produced articulating the purpose, key objectives and success criteria (2015/16) for the Lancashire Skills Hub.
- 1.2 The document has been circulated to the Lancashire Skills Board members for comment and discussed at one-to-one meetings with Board members. A number of amendments have been made as a result (for example, defining stakeholders, a strategic unit, and influencing mainstream funding).
- 1.3 The need to ensure that the Lancashire Skills Hub remains a strategic unit (and not a delivery organisation) was also noted; this needs to be monitored by the Lancashire Skills Board as the work of the hub evolves.
- 1.4 The document will be used to monitor the progress of the hub and to describe succinctly the role of the hub to stakeholders. The final document is attached in Appendix A.
- 1.5 The comments received from the Lancashire Skills Board led to a review of the Lancashire Skills Board Terms of Reference (ToR), to ensure that the remit of the hub and the board aligned and made sense. The issue of impartiality and ensuring ethical operating was also raised.
- 1.6 The Lancashire Skills Board ToR have thus also been reviewed and are attached in Appendix B with recommended tracked changes. If approved, the amended ToR will need to be submitted to the LEP Board for endorsement.
- 1.7 In addition to the amendments, it is also recommended that the title of the Lancashire Skills Board be changed to the Lancashire Skills and Employment Board reflecting discussions at the August Away Day, and the responsibility of the board in relation to the ESIF programme and the prioritisation of European Social Funds.

2 Recommendations

- 2.1 The following approvals and actions are recommended:
 1. To approve the purpose, objectives and success criteria (2015/16) for the Lancashire Skills Hub.
 2. To approve the revisions to the Lancashire Skills Board ToR and submission to the Lancashire LEP Board for endorsement.
 3. To approve the change of title of the Lancashire Skills Board to the Lancashire Skills and Employment Board.

Lancashire Skills Hub

Purpose

To support the Lancashire Skills Board to discharge its duties and in doing so facilitate/enable a better balanced, skilled and inclusive labour market which underpins and contributes to economic well-being and growth across the County. The Skills Hub is a strategic unit not a delivery organisation.

Key Objectives

- To develop a robust evidence base for Lancashire and a Skills and Employment Framework which will drive a balanced, skilled and inclusive labour market.
 - The framework will include sector skills action plans and the facilitation of Sector Skills Development Partnerships.
 - The framework will include a Careers Education and Information, Advice and Guidance section.
- To consult and gain stakeholderⁱ ownership of the Skills and Employment Framework and allied actions, and facilitate and monitor implementation.
- To use the Skills and Employment Framework and related intelligence to influence, prioritise and direct the use of relevant mainstream and discretionary funding.
 - Lancashire European Structural Investment Fund (ESIF) strategy and allocation of funding, in particular European Social Funds (ESF).
 - Reviews of infrastructure and provision e.g. Lancashire Area Review.
 - Prioritisation of skills capital allocations via Growth Deal.
 - Asks of Government in the context of the Northern Powerhouse and the devolution agenda.
- To be a hub of intelligence in regard to relevant policy and labour market intelligence (LMI) for local stakeholders and to influence and position Lancashire in the Local Enterprise Partnership (LEP) network and nationally.
- To be a catalyst for improving supply side capacity and responsiveness, instigating innovation and the development of new products and services (delivered by providers).
 - For example, the development of higher and degree level apprenticeships.
- To facilitate a coherent 'umbrella' of marketing and communications activities (which add value to individual provider activity and which align with the local Growth Hub – 'Boost') and drive the engagement of employers and learners.

Success Criteria for 2015/16

- Skills and Employment Framework completed with ownership of key stakeholders; evidence of action in accordance with the timelines in the framework.
- ESIF & Growth Deal skills capital funding aligned to the priorities in the Framework and a significant proportion of ESIF funding allocated.

- Engage with and influence future mainstream 'skills' allocations to meet Lancashire priorities. Area review underway (working with SFA, BIS and DfE), based on intelligence / needs of Lancashire.
- Evidence of innovation and new products facilitated by the Lancashire Skills Hub.
- Evidence of marketing and communications activities which have engaged new employers and learners.
- Valued by local stakeholders.

ⁱ Stakeholders include employers, providers (public, private and third sector), representative bodies, Local Authorities and other relevant interested parties.



LANCASHIRE SKILLS AND EMPLOYMENT BOARD

TERMS OF REFERENCE

Composition

1. Unless otherwise agreed by the Lancashire Enterprise Partnership, the **Skills and Employment Board** shall comprise a minimum of 5 members and a maximum of 10.
2. The Members of the **Skills and Employment Board** shall be appointed by the Lancashire Enterprise Partnership and shall draw members from the training, skills and higher education sectors (up to 5, normally including 2 general further education colleges and 2 higher education providers) plus 5 from other private sector industries.
3. The Members of the **Skills and Employment Board**, as at the date of adoption of these Terms of Reference, are as follows:

FE Sector (2)

Amanda Melton, Chief Executive - Nelson and Colne College (Chair).
Beverly Robinson, Chief Executive – Blackpool and Fylde College.

HE Sector (2)

Andrew Atherton, Deputy Vice Chancellor, Lancaster University.
Lynne Livesey, Pro Vice Chancellor UCLAN.

Training (1)

Steve Gray, Chief Executive, Training 2000.

Private Sector (3)

Joanne Pickering, Forbes Solicitors and Chair of the Lancashire HR Employers Network (Deputy Chair).
Paul Holme, Chair of the North West Training Provider Network.
Graham Howarth, HR and Legal Director, Crown Paints.'

4. **Members are responsible for declaring potential conflicts of interest at the beginning of each meeting. It is member's responsibility to ensure that they leave the meeting for items for which the conflict of interest may result in inappropriate commercial advantage or gain.**
5. The Skills and Employment Board may invite any persons it sees fit to attend meetings as observers.
6. When considering the appointment of additional members to the **Skills and Employment Board**, perceived gaps in knowledge / experience, together with sectoral and geographical coverage should be taken into account.

Chair and Deputy Chair

7. The Lancashire Enterprise Partnership shall appoint the Chair.
8. The Chair shall not have a casting vote.
9. The **Skills and Employment Board** may appoint one of its number to act as Deputy Chair ("Deputy Chair").

Quorum

10. The quorum for **Skills and Employment Board** meetings shall be 4.
11. If within fifteen minutes from the time appointed for the holding of a **Skills and Employment Board** meeting a quorum is not present, the meeting shall be adjourned. The Secretary shall arrange for the meeting to take place within two weeks.

Secretary

12. The Company Secretary of the Lancashire Enterprise Partnership (or their nominee) shall serve as the Secretary ("The Secretary") to the **Skills and Employment Board**.
13. The Secretary shall produce minutes of all meetings of the **Skills and Employment Board** and will maintain a list of conflicts of interests. Future agendas will include a standard item requiring declarations of interests to be made in relation to specific items of business.

Meeting Frequency

14. The **Skills and Employment Board** shall meet according to operational need and currently meets 7 times per year.

Decisions in Writing

15. A resolution in writing signed by the majority of the members of the **Skills and Employment Board** for the time being shall be as valid and effectual as if it had been passed at a meeting of the Board.

Remit

16. The **Skills and Employment Board's** primary responsibility is to consider skills development priorities within Lancashire, Blackpool and Blackburn and any related issues and make recommendations on the same to the relevant bodies. In doing so, the **Skills and Employment Board** shall:
 - i) commission and maintain an evidence-base to help understand key skill demands in the LEP area and support the development and tracking of an agreed Skills and **Employment Framework** with agreed Key Performance Indicators;

- ii) oversee the production of a Skills and Employment Framework for the area which is consistent with the wider economic priorities set out in the LEP's Growth Plan;
- iii) develop and promote skills-related initiatives and programmes aligned with agreed priorities, as part of the LEP's Strategic Economic Plan;
- iv) will identify and work with other LEP areas on skills issues of strategic and cross-boundary significance; and
- v) advise on the deployment of skills funding directly accessed by the LEP.

The Skills and Employment Board will discharge its duties through the Lancashire Skills Hub to facilitate/enable a balanced, skilled and inclusive labour market which underpins and contributes to economic well-being and growth across the County.

Governance Relationship with the LEP

- 17. The LEP is responsible for agreeing the Terms of Reference of the Skills and Employment Board and has the power to vary the same.
- 18. The Skills and Employment Board shall review its Terms of Reference from time to time as necessary and report their findings to the LEP.
- 19. Minutes of Skills and Employment Board meetings shall be submitted to the LEP Board at the LEP's request.
- 20. The Chair shall provide update reports to the LEP Board at the LEP's request.

Relationship with Lancashire County Council

- 21. Lancashire County Council shall provide administrative and legal support to the Skills and Employment Board.
- 22. Lancashire County Council shall maintain an official record of the Skills and Employment Board proceedings and a library of all formal Board documents.

