



## **LEP - Lancashire Skills and Employment Board**

**Wednesday, 27th July, 2016 in Training 2000 Limited, Room 5,  
Hutchinson Building, Furthergate Business Park, Harwood Street,  
Blackburn,, at 8.30 am**

**Please note the venue and time**

### **Agenda**

#### **Part I (Items Publicly Available)**

- 1. Welcome and Apologies for Absence**
- 2. Declarations of Interest**
- 3. Minutes of the meeting held on the 15th June 2016 (Pages 1 - 8)**
- 4. Matters Arising**
- 5. European Social Fund targeting young people at risk of and NEET**
  - (a) Part 1: Steering Group and Strategic Partnerships (Pages 9 - 12)**
  - (b) Part 2: Lancashire Moving On Project (Pages 13 - 22)**
- 6. Update from the Lancashire Skills and Employment Hub (Pages 23 - 34)**
- 7. Presentation on the Lancashire Enterprise Adviser Network**  
(Michele Lawty-Jones and Kay Vaughan).
- 8. Area Based Review - Update from the Working Group (Pages 35 - 38)**
- 9. Draft Apprenticeship Growth Plan (Pages 39 - 54)**
- 10. City Deal Metrics (Pages 55 - 66)**
- 11. Policy Update (incorporating the Post 16 Skills Plan) (Pages 67 - 72)**
- 12. Combined Authority & Skills and Employment Board (Pages 73 - 80)**

**13. ESIF Committee Representation (Pages 81 - 98)**

**14. Reporting to the Lancashire Enterprise Partnership**

- Identification and agreement of any recommendations for consideration or approval by the LEP Board.
- Identification and agreement of issues for inclusion in the feedback report for the LEP Board.

**15. Any Other Business**

**16. Date of Next Meeting**

The next meeting of the Committee will be held at 8.00am on the 7<sup>th</sup> September, 2016, in Cabinet Room 'D' the Henry Bolingbroke Room, County Hall, Preston.

Key Contact: Lisa Moizer, Lancashire Skills Hub, 07825 996 447  
[Lisa.moizer@lancashire.gov.uk](mailto:Lisa.moizer@lancashire.gov.uk),.



## **LEP - Lancashire Skills and Employment Board**

**Minutes of the Meeting held on Wednesday, 15th June, 2016 at 8.30 am at the Farringtons - Nelson and Colne College, Scotland Road, Barrowford, Nelson, BB9 7YT**

### **Present:**

Amanda Melton (Chair)

Mark Allanson  
Steve Gray  
Paul Holme

Lynne Livesey  
Bev Robinson

### **Observers**

Dean Langton - Strategic Director and Head of Paid Service, Pendle Borough Council.  
Sharon Riding - District External Relationship Manager, Cumbria and Lancashire District.

### **Also in Attendance**

Andrew Good, Head of Service Financial Management (Development and Schools), Lancashire County Council.  
Martin Kelly, Director of Economic Development, Lancashire County Council.  
Dr Michele Lawty-Jones - Skills Hub Director.  
Lisa Moizer - Coordinator, Lancashire Skills Hub.  
Mike Neville, Company Services Team, Lancashire County Council.

#### **1. Welcome and Apologies for Absence**

The Chair welcomed everyone to the meeting and gave a brief presentation about Nelson and Colne College.

Apologies were presented on behalf of Joanne Pickering, Lyndsay Campbell, Andy Wood and Graham Haworth.

#### **2. Declarations of Interest**

No declarations were made under this item.

#### **3. Minutes of the meeting held on 4th May 2016**

**Resolved:** That the Minutes of the meeting held on the 4<sup>th</sup> May, 2016, are confirmed as an accurate record and signed by the Chair.

#### 4. Matters Arising

Michele Lawty-Jones referred to the presentation and discussion at the last meeting regarding the economic impact of Lancashire training providers and informed the meeting that she had received the final report from Regeneris, following comments from the Committee members. The final report will be inserted into the evidence base on the LEP website.

It was also noted that information regarding the number of vacancies in Lancashire and employment rates was being collated with support from DWP and would be presented to a future meeting for consideration.

**Resolved:** That the updates set out above are noted.

#### 5. Update from the Lancashire Skills Hub

Michele Lawty-Jones updated the Committee on activity by the Skills Hub since the last meeting including the following:

- Six Labour Market Information workshops, based on the sector skills studies, and emphasising future opportunities in the Lancashire labour market, apprenticeship reforms and showcasing HE facilities, had been held across the County. The workshops had been well attended with many of attendees rating them highly and expressing an interest in receiving further information. The National Careers Service would continue to work with the Hub to develop fact sheets and resource packs as well as planning further workshops.
- The Enterprise Adviser Network pilot project to stimulate engagement between businesses, industry and schools in order to inspire young people and provide CEIAG continued to develop with additional schools engaging with the network of Enterprise Advisers in Burnley and Blackburn with Darwen. The Committee noted that it was important that Colleges are engaged in any future roll out of the project to ensure that it complements any existing CEIAG activity.
- It was reported that a workshop had been held with the National Careers Service (with regard to the adult information, advice and guidance provision) with Lancashire providers to discuss alignment with the Skills and Employment Strategic Framework and localised key performance indicators. Proposals were agreed in relation to targeting priority groups and geography. In considering the proposals the committee recognised that more work needed to be done to unlock the potential of low skilled workers and it was agreed that Michele would discuss this with the NCS. It was noted that Universal Credit also focussed on supporting in work progression, providing work coaches to improve opportunities for those in work to develop their potential.
- The Skills Funding Agency project for young people at risk of or not in education, employment or training was in the process of being contracted and

discussions were underway with regard to the NEET Coordinator that would be deployed to the Skills Hub. It was reported that the NEET Coordinator would act as the Chair of a Steering Group which would coordinate both the SFA project and the Big Lottery funded 'Building Better Opportunities' project aimed at NEETs who are disadvantaged and further from the job market.

- Tenders were also being evaluated in relation to the SFA opt-in 'Skills Support for the Workforce' (now named Employee Skills Support) and a date for an evaluation panel, where representatives from the Hub will observe, was awaited. 'Skills Support for the Unemployed' (now named 'Access to Employment' by the SFA) had been launched and closes in early July.

With regard to ESIF it was recognised that there was a limited timeframe for institutions to ensure they had sufficient resources in place to deliver the contract at a time when the delivery mechanism was experiencing a period of change and this was likely to impact on effective delivery.

#### **Resolved:**

1. That the report is noted
2. That Committee is kept informed of developments in relation to future Labour Market Information workshops.
3. That the Enterprise Coordinator, Kay Vaughan, be invited to attend the next meeting and give a presentation on the work to date and future roll out of the Enterprise Adviser Network and also the JCP Pathfinder into Schools.
4. That a report is presented to the next meeting to update the Committee on progress in relation to the SFA project on NEETs and the Big Lottery funded 'Building Better Opportunities' project.

## **6. Skills Partnerships**

Lisa Moizer reported that the Skills Partnerships had developed out of studies into the seven priority sectors for Lancashire which were identified by the LEP and the Committee as either being high GVA or high employment sectors.

However, when implementing the Partnerships it had been found that a single model was not appropriate for each sector and so a variety of arrangements had been developed in order for public/private sectors to engage. In considering the report the Committee noted that it was important to engage with SMEs and benefit from their breadth of knowledge/experience. It was also suggested that links should be forged with the Chambers of Trade, Boost, Federation of Small Businesses and the Lancashire HR Employers Framework.

The Committee recognised it would be necessary for Partnerships to demonstrate tangible projects based around profitability and market growth so that the private sector would see the benefits of engagement. It was also suggested that the model Terms of Reference for the Partnerships needed to be revised and given more focus on delivery.

Each Partnership also needed to have a clear understanding of the framework within which it operated as certain sectors, such as Digital, involved a wide range of skills which would apply across different sectors. In order to be effective it was proposed that each Partnership would need to identify and separate generic skills from specialisms/behaviours and also consider national/local needs.

**Resolved:**

1. That the comments of the Committee, as set out above, are taken into consideration when developing Skills Partnerships.
2. That a further report, including a revised model Terms of Reference for Skills Partnerships, is presented to a future meeting to update the Committee on progress.

## **7. Combined Authority and Devolution Update**

Dean Langton informed the meeting that discussions between local authorities in Lancashire were continuing and it was proposed to establish a Shadow Combined Authority in July 2016 which would operate ahead of the Combined Authority becoming fully operational in April 2017.

With regard to Devolution a 'Lancashire Plan' was being formulated in relation to planned developments within the five key themes of the Devolution 'ask' for the next 10-15 years that would build upon the Lancashire Strategic Economic Plan. It was noted that the skills element of the 'ask' was based around the ABR, the Adult Education Budget and the Walking and Health Programme.

The Committee noted that when considering the 'ask' the evolving Combined Authority and Lancashire LEP had shown interest in early years provision, school attainment and education performance and its impact on future employment. In discussing attainment the Committee noted that there were a number of contributing factors including education, housing, employment and families and it was agreed that this would be an area which the Combined Authority would likely prioritise in the future.

**Resolved:** That the updates regarding the Lancashire Combined Authority and Devolution Deal are noted.

## **8. Higher Education White Paper**

When considering the report on the key points of the Higher Education White Paper which had been published by the Government in May, 2016 the Committee made the following comments.

- a) While the simplified regulatory environment proposed in the White Paper could lead to an increase in the number of providers wishing to achieve Degree Awarding Powers or call themselves a University it was felt that the four existing Universities in Lancashire, together with the existing provision in

surrounding areas, was sufficient.

- b) Concern was expressed about the possible dilution of provision and its impact on graduate retention in Lancashire. It was suggested that new providers may well appear in major Cities focussing on professional services in easily resourced areas where cross subsidy exists.
- c) Maintaining quality teaching provision was vital and it was noted that the White Paper proposed to introduce a 'Teaching Excellence Framework' to address the variability in teaching quality.
- d) A range of affordable and flexible routes into HE was crucial.
- e) The relationship between FE and HE had become strained in the past with some Universities distancing themselves from Colleges. It was suggested that in the future institutions will need to form closer working relationships.
- f) The market for part time courses had been greatly reduced as many employers had withdrawn funding for education/training in order to concentrate resources elsewhere.

**Resolved:**

- 1. That the comments of the Committee as set out above are noted.
- 2. That a further report be presented to a future meeting to update the Committee on developments and to include statistical information about student numbers and retention rates for Lancashire.

**9. Area Based Review and Growth Deal**

Michele Lawty-Jones updated the Committee on the work of the Area Based Review (ABR) Working Group, the draft principles that would underpin the LEP 'skills conclusion' and the Growth Deal 3 recommendations considered by the LEP Board on the 14<sup>th</sup> June 2016.

It was reported that since the last meeting of the Working Group the Joint Area Review Development Unit had confirmed that there would be a single ABR for Lancashire.

Michele reported that the matrix of principles set out in the report had been presented to the LEP Board which was supportive of the proposals. The Committee noted that the framework was consistent with the national process and it was suggested that the Working Group should learn from the experience of areas such as Manchester and Liverpool which had already been through the process.

With regard to Growth Deal 3 it was noted that the focus would be on capital investment linked to national/local objectives and based on what had been agreed at the Committee in May 2016 the LEP Board had been recommended to agree that an amount of funding (£15k) be requested to support the outcomes of

the ABR, which would add to the residual amount from Growth Deal 2. It was noted that the pipeline of projects included requests for investment in STEM related equipment; health related infrastructure; construction skills; incubation, innovation and research facilities; international equine facilities; and a centre of excellence in arboriculture. The Committee was also keen to commission activity which addressed skills shortages in the digital technology arena, and review availability of provision aligned to the chemical industry to ensure a pipeline for growth at the Hillhouse Enterprise Zone.

**Resolved:**

1. That the report and the update from the LEP Board on the 14<sup>th</sup> June, 2016, is noted.
2. That the Committee be kept informed of developments in relation to ABR and Growth Deal 3.

**10. Proposed 2017 Programme of Meetings**

Mike Neville reported that using the existing programme of meetings as a starting point and having consulted colleagues at the Lancashire Skills Hub and members of the Committee a proposed programme of meetings up to the end of 2017 had been developed.

**Resolved:** That the programme of meetings for 2017, as set out below, is approved with meetings to be arranged at County Hall or alternate locations across the County, starting at 8am or 8.30am depending on the venue.

Wednesday 7th June 2017  
Wednesday 26th July 2017  
Thursday 7th September 2017  
Wednesday 18th October 2017  
Wednesday 29th November 2017

**11. Any Other Business**

The Chair informed the meeting that she attended the ESIF Committee and would like to nominate a colleague from Nelson and Colne College to attend if she was unavailable. The Committee considered the request and it was agreed that a member of the Committee should attend future meetings of the ESIF Committee if the Chair was unavailable if a member was willing to undertake this role.

In order that consideration could be given to the matter it was suggested that a report be presented to the next meeting in relation to the composition and purpose of the ESIF Committee, including its current Terms of Reference.

**Resolved:** That a report be presented to the next meeting in connection with the composition and purpose of the ESIF Committee, including its current Terms of Reference, so that consideration can be given to appointing a member of the



Skills and Employment Board to attend future meetings if the Chair is unavailable.

**12. Date of Next Meeting**

It was noted that the next scheduled meeting would be held at 8.30am on the 27<sup>th</sup> July, 2016, in Room 5 in the Hutchinson Building at Training 2000 Limited, Furthergate Business Park, Harwood Street, Blackburn.





## Lancashire Skills and Employment Board

**Private and Confidential: No**

**Wednesday 27<sup>th</sup> July 2016**

### **Part 1: Steering Group and Strategic Partnerships**

**Report Author:** Dr Michele Lawty-Jones, Director of the Lancashire Skills & Employment Hub, [michele.lawty-jones@lancashire.gov.uk](mailto:michele.lawty-jones@lancashire.gov.uk)

#### **Executive Summary**

The Skills Funding Agency (SFA) European Social Fund (ESF) opt-in targeting young people at risk of or not in education, employment or training (NEET) has commenced. The Building Better Opportunities (BBO) Big Lottery ESF opt-in is due to commence in September. The overarching steering group has been convened and has met; draft terms of reference are provided for approval by the board.

An update is also provided in relation to the appointment of the Strategic Partnerships Manager (NEET) which will be deployed to the hub to undertake strategic alignment activity. Interviews take place on Monday 25<sup>th</sup> July.

#### **Recommendation**

The board are asked to approve the terms of reference for the steering group, subject to comments from committee members.

## **1. Background**

- 1.1 As per the ESIF update at the last committee meeting, the SFA ESF opt-in project for young people at risk of or not in education, employment or training (NEET) has now been contracted and has commenced delivery. The successful consortium, which is led by the Lancashire Employment and Skills Executive Partnership, consists of the Lancashire Colleges, private sector providers and a range of Lancashire-based third sector organisations. The accountable body is Preston's College.

- 1.2 The accountable body will provide an overview of the project scope and targets at the meeting, alongside recommendations for reporting, and the capacity building funding element of the project which the Skills and Employment Board are required to 'sign off'.
- 1.3 As part of the capacity building fund, a Strategic Partnerships Manager will be deployed to the hub, by the accountable body.
- 1.4 The BBO ESF opt-in project for young people who are NEET is likely to launch in September.

## **2. Steering Group**

- 2.1 As discussed and agreed at the last committee meeting a steering group has been convened which will overarch both projects, to ensure complementary activity and appropriate referrals. The steering group has met and a draft set of terms of reference has been developed for approval by the Skills and Employment Board (see Appendix 1), including recommended membership.

## **3. Strategic Partnerships Manager (NEET)**

- 3.1 As per the last committee meeting, the hub has progressed discussions with Preston's College to recruit the Strategic Partnerships Manager (NEET) which will be deployed to the hub to undertake work in regard to strategic alignment. The advert was circulated to committee members. The deadline for applications was Friday 15<sup>th</sup> July. A strong field of applications was received. Interviews will take place on Monday 25<sup>th</sup> July. A verbal update on the outcome of the interviews will be provided at the meeting.
- 3.2 As discussed at the last committee meeting it is anticipated that the Strategic Partnerships Manager will chair the steering group and provide regular progress updates to the Skills and Employment Board, working closely with the two accountable bodies and strategic partners.

## Appendix 1.

# Lancashire Youth Steering Group

## Terms of Reference

### *DRAFT*

#### **Aim**

The Steering Group's primary responsibility is to work in partnership to ensure that activity targeting young people who are at risk of becoming NEET or who are NEET, which aims to support and engage Lancashire young people into positive outcomes, works in a complementary way to the benefit of young people.

The Steering Group will specifically oversee the performance of ESF activity targeted at young people under the ESF SFA project 'Moving On' and the ESF BBO project 'Invest in Youth'.

Young people in this in context are 15-18 years old, including young people up to the age of 25 with an Education Health Care (EHC) plan, in Lancashire who are either at risk of becoming NEET or are NEET for 'Moving On' and 16-24 year old disadvantaged NEETs for 'Invest in Youth'.

Positives outcomes are young people successfully progressing into education, employment and training. For the 'Invest in Youth' project a positive outcome is also further job search.

#### **Objectives**

1. To ensure organisations delivering projects/initiatives, education and training targeted at young people at risk of NEET or NEET are complementary to, and not in competition with, each other.
2. To build a network of partners and stakeholders to share and maintain an understanding of local needs, opportunities, as well as policy changes.
3. To actively engage with local stakeholders so that they can steer the activities delivered and ensure that the activities continue to be relevant within the local context.
4. To align activity aimed at supporting Lancashire's young people for their benefit.
5. To oversee effective referral processes across the stakeholder network.
6. To oversee the development of an effective escalator model, including progression opportunities and pathways for young people across the stakeholder network.
7. To ensure that new initiatives that come on-line complement existing activity and that all activity adds value.
8. Monitor the performance of both projects and provide the Lancashire Skills and Employment Board with regular performance updates, including pipeline information.
9. To monitor progress and report against the delivery of the 'Moving On' capacity building plan to the Skills and Employment Board quarterly.

10. Oversee the development of an evaluation strategy which runs concurrently with the lifespan of the projects and evaluates the impact on young people in Lancashire and the labour market.

### **Chair**

The Steering group will be chaired by the Strategic Partnerships Manager (NEET).

### **Membership**

- LESEP
- SELNET
- Preston's College
- Lancashire Skills and Employment Hub
- Lancashire County Council
- Blackpool Council
- Blackburn with Darwen Council

### **Stakeholder network**

Schools, colleges, private providers, universities and information, advice and guidance providers. Providers of other ESF projects, the voluntary and community sector and the National Citizen Service and appropriate specialist providers.

### **Meeting Frequency**

Bi-monthly meetings.

### **Governance Relationship with the Lancashire Enterprise Partnership (LEP)**

The Youth Steering Group will report into the LEP via the Lancashire Skills and Employment Board.

### **Glossary**

*ESF: European Social Funds*

*SFA: Skills Funding Agency*

*BBO: Building Better Opportunities (Big Lottery / ESF Programme)*

*NEET: Not in Education, Employment or Training*

*LEP: Lancashire Enterprise Partnership*

*LESEP: Lancashire Employment Skills Executive Partnership*

*SELNET: Social Enterprise Lancashire Network*



## Lancashire Skills and Employment Board

**Private and Confidential: No**

**Date: 27<sup>th</sup> July 2016**

### **Part 2: Lancashire Moving On Project**

**Report Author:** Joan Costello-Smith Head of Externally Funded Programmes, Preston's College, [jcostello-smith@preston.ac.uk](mailto:jcostello-smith@preston.ac.uk)

#### **Executive Summary**

Preston's College has been awarded the ESF/SFA NEET contract as Lead Accountable Body (LAB), and operating jointly with the Lancashire Employment & Skills Executive Partnership (LESEP). This project runs until March 2018 and has been branded 'Lancashire Moving On' aiming to impact positively on a minimum of 2539 young people in Lancashire who are NEET or at risk of becoming NEET.

The project will be delivered collaboratively through a broad range of partners and in line with contractual and LEP specific requirements which aim to ensure that funding is directed to those with multiple barriers to participation in employment, education and training.

Reports will be created by the LAB working with LESEP and will be presented to the Youth Steering Group through to the Skills and Employment Board and ESIF Thematic Group.

#### **Recommendations**

That the Board considers and notes:

1. The over commitment model adopted in line with an early bid for growth
2. The initial reporting outline

That the Board considers and approves:

3. The Capacity Building Plan outline

### **1.0 ESF funded activity to support those who are NEET in Lancashire**

Though the SFA commissioning round for ESF funded activity to support those who are NEET in Lancashire, Preston's College has been awarded the contract as Lead

Accountable Body (LAB), subcontracting to a network of 23 Lancashire providers comprising the FE Colleges, Independent Training Providers and specialist partners, operating jointly through the Lancashire Employment & Skills Executive Partnership (LESEP). LESEP comprises The Lancashire Colleges and The Lancashire Work Based Learning Executive Forum.

See Appendix 1 (Subcontracting Spreadsheet)

The contract covers the full Lancashire LEP area and runs from May 2016 to Mar 2018.

Preston's College and LESEP have undertaken significant preparatory work to establish a pan Lancashire delivery infrastructure including Due Diligence and initial partner profiling and contracting, and providing ongoing guidance for delivery partners. Electronic and paper based systems and procedures are in place. These are now approved by the SFA, supporting timely and accurate transfer of data and paper based information and facilitating performance and quality monitoring and reporting.

## 2.0 Lancashire Moving On Programme Delivery and Outcomes

	Lancashire Volumes	Deliverables %
<b>Total Starts</b>	2539	100%
<b>Starts ages 15-16</b>	762	30%
<b>Starts ages 16-18</b>	1777	70%
<b>Achievement</b>	-	85%
<b>Maths and English uplift</b>	889	35%
<b>Progressions overall</b>	2031	80%
<b>Progression to paid employment</b>	152	6%
<b>Progression to unpaid employment</b>	51	2%
<b>Progression or retention in education</b>	1421	56%
<b>Progression to apprenticeship</b>	305	12%
<b>Progression to Traineeship</b>	102	4%

### 2.1 Aim of Project

The aim is to reduce the number of young people aged 15 -18 (15 - 24 SEND) who are NEET or at risk of becoming NEET. Progression rates are high making it imperative that all provision is outcome focused and directly improves education, employability and personal skills to 'Move On' to successful outcomes including:



- Further learning
- Traineeship
- Apprenticeship
- Paid Employment
- Unpaid employment

## **2.2 Targeted focus**

There is a very clear direction to work with those with multiple barriers in terms of background, characteristics, geographic location and, although there is the facility to work with those significantly at risk, the project will specifically focus on completely NEET young people. Partners are tasked to focus activity to those with the following characteristics:

- SEND and vulnerable groups
- Young offenders and those known to be at risk of offending
- Looked after children and Care Leavers
- Young parents
- Those with drug and alcohol abuse
- Those with Emotional/behavioural and mental health issues
- Those from troubled or workless families including
- Low income identified by various indicators including Free School Meals (FSM)

Local knowledge will further target delivery to known groups, geographical areas and specific local issues.

## **2.3 Programme Delivery**

Partners will deliver varied and responsive 'outcome focused' programmes including:

- Non regulated and Regulated learning pathways which will interest and engage and encourage progression to more substantial employment or education
- Tailored individualised programmes of learning based on strong Careers Information, Advice and Guidance) CIAG
- Year round provision continuing over the summer transition period
- Delivery in identified 'hotspots' at ward level
- Enhanced transition work for those with no planned destination at age 16.
- Quality work experience / tasters / placements
- Substantial programmes including maths and English for fully NEET 16+ group
- CIAG and Coaching to underpin all provision
- Combination of short programmes leading to more substantial outcomes including  
Priority sector based tasters and programmes including: Construction, Health, Digital and Creative, Engineering, Visitor Economy

## **2.4 Implementation Process**

- Dedicated LAB Compliance team in place
- Joint working with LESEP, Skills and Employment Hub and SELNET
- Steering Group established – Terms of reference to be agreed

- Claims process and cycle clearly identified
- Standardised evidence paperwork approved by SFA
- ILR data transfer process established
- Password protected Partner Portal to allow secure data transfer
- Data Sharing process discussions underway with Local Authorities
- Initial SFA implementation meetings supportive and processes agreed
- District Level Partnerships to be established
- District Leads to be identified
- Recruitment process underway for Strategic Partnerships Manager (NEET)
- Full Marketing and Communication Strategy to be rolled out through LESEP

## **2.5 Performance and Quality Monitoring**

The LAB has appointed a Performance and Quality Co-ordinator to work alongside the Compliance Team as the main point of contact for all partners and to carry out monthly Performance and Quality reviews. Risk levels will be identified and monthly action plans established. The Co-ordinator will provide contextual analysis of the hard evidence around performance and quality which will be included in the reporting process.

Partner profiles have been completed and in total exceed the maximum contract value. To accommodate this, contracts have been agreed which profile new starts until July 2017 only. Should individual partners achieve against their profiles, outcomes and associated values, funding may be moved around the network. In the case of full project overachievement, a growth case will be submitted to the SFA at the earliest possible point.

Specialist partners have been included for their ability to reach the most vulnerable groups at District levels, the flexibility of their offers and innovative approaches to secure employment outcomes.

## **2.6 Reporting**

Reports will be created by the LAB working closely with LESEP and will incorporate:

- Data demonstrating performance against forecast
- Pending data
- Monitoring of spend through volume : value ratios
- Starts to achievement / progression outcome ratios
- Contextual information around priority groups and areas
- Contract specific horizontal principles
- Contract specific and additional enhanced LEP service requirements

## **2.6 Showcasing**

Activity will be showcased through:

- Case studies
- Features on partner and Hub websites
- Use of videos and podcasts
- Community, school and employer events
- Celebration and dissemination events

## **2.7 Capacity Building**

The LEP Service requirements specified the identification of £150,000 from project earnings to be allocated to the following:

- Strategic Partnerships Manager (NEET) post employed by the LAB and seconded to Skills and Employment Hub
- Capacity Building resource

The recruitment process for the Strategic Partnership Manager (NEET) has been jointly facilitated by the Skills and Employment Hub and Preston's College. The post has been advertised through the College and 5 strong candidates shortlisted with interviews to be held at Woodlands Chorley on the 25<sup>th</sup> July.

Joint discussions have influenced the priorities for the Capacity Building Resource. LESEP will be taking responsibility for working with the Skills and Employment Hub to deliver, monitor and evaluate these elements.

See Appendix 2 (Capacity Building Resource Spreadsheet)

## **3.0 Conclusion**

The detailed planning of the implementation stage demonstrates that the project will be delivered collaboratively through a broad range of partners and in line with contractual and LEP specific requirements. The initial SFA visits and recommendations give confidence that underpinning systems and procedures are solid and that audit requirements have been addressed, offering strong levels of assurance around delivery and the achievement of maximum contract value.





Appendix 1

Sub-contractor spreadsheet

LEP AREA	LANCASHIRE	ITT NO:	itt_29914
SPECIFICATION TITLE:	PROVISION FOR NEET INDIVIDUALS (Lancashire Moving On Project)	SPECIFICATION REFERENCE:	19-001

Candidate name	UKPRN	Details of activity
Preston College	10005200	Lead Accountable Body and direct delivery

Sub-contractor name	UKPRN	Postcode*	Details of activity
Accrington and Rossendale College	10000093	BB5 2AW	End to End delivery partner.
Blackburn College	10000747	BB2 1HL	End to End delivery partner.
Blackpool and The Fylde College	10000754	FY2 0HB	End to End delivery partner.
Burnley College	10001000	BB12 0AN	End to End delivery partner.
Lancaster and Morecambe College	10003768	LA1 2TY	End to End delivery partner.
Myerscough College	10004478	PR3 0RY	End to End delivery partner.
Nelson and Colne College	10004552	BB9 7YT	End to End delivery partner.

North Lancs Training Group	10004692	BB5 1EQ	End to End delivery partner.
Runshaw College	10005575	PR25 3DQ	End to End delivery partner.
St Mary's Sixth Form College	10006226	BB1 8DX	End to End delivery partner.
Training 2000	10006987	BB1 3BD	End to End delivery partner.
West Lancashire College	10004599	L39 1PX	End to End delivery partner.
Specialist Partners			
Blackpool Council Lifelong Learning	10000755	FY3 7RW	Specialist delivery partner.
Bootstrap Enterprise	10000799	BB1 1EZ	Specialist delivery partner.
Calico Enterprise	10032509	BB11 2ED	Specialist delivery partner.
Creativity Works Preston	10046225	PR1 3UE	Specialist delivery partner.
Gingerbread	10004506	NW5 1TL	Specialist delivery partner.
Groundwork	10030626	WN1 1HP	Specialist delivery partner.
Inspira	10001640	CA11 9BP	Specialist delivery partner.
Lancashire Fire and Rescue	10012965	PR2 3LH	Specialist delivery partner.
New Era Enterprises	10004584	BB11 3BT	Specialist delivery partner.
Preston Vocational Centre	10033688	PR1 1PX	Specialist delivery partner.
Princes Trust , Burnley	10005213	EC2M 7LS	Specialist delivery partner.

\*where sub-contractor is based

## Appendix 2

<b>ESF NEET Capacity Building Plan July 2016</b>	<b>Aug - Jan</b>	<b>Feb -July</b>	<b>Aug - Jan</b>	<b>Totals</b>
Capacity Building for partners including CPD, good practice workshops and webinars, peer mentoring etc	2000	2000	1000	5000
Geographical and thematic mapping to link youth initiatives including establishing District Level Partnership forums	500	1000	1000	2500
Showcasing activity through digital media		1000		1000
English, maths, enterprise and employability innovation	2000	3000	2000	7000
Development of web based support and learning resources and tools	2000	2000	2000	6000
Embedding Quality Standards: Employment Coach, CIAG etc	3000	2000		5000
Employer, family and community engagement activity	1000	2000	1000	4000
Workplace mentoring and buddying scheme	1000	1000	1000	3000
Priority Sector specific SME Capacity Building to increase Apprenticeship recruitment	1000	3000	500	4500
Apprenticeship Ambassador Network co-ordination	1000	1500	1500	4000
Sector specific showcasing, celebration and dissemination events		2000	2000	4000
Gap analysis, evaluation and impact reporting	1000	1000	2000	4000
<b>Total</b>	<b>14500</b>	<b>21500</b>	<b>14000</b>	<b>50000</b>
<b>Themes to address</b>				
Impact analysis - right offer to right beneficiaries (geographic / characteristic) Joint working between ESF and other youth initiatives Employer capacity building activity Family and Community support activity linking to Invest In Youth Inspirational employer interventions / Real Routes to employment English and maths barriers Improve accessibility of information Contribute to Apprenticeship growth Focus on priority sector employment opportunities Professionalise services offered				







## Lancashire Skills and Employment Board

**Private and Confidential: No**

**Wednesday 27<sup>th</sup> July 2016**

### **Up-date from the Lancashire Skills Hub**

**Report Author:** Dr Michele Lawty-Jones, Director of the Lancashire Skills & Employment Hub, [michele.lawty-jones@lancashire.gov.uk](mailto:michele.lawty-jones@lancashire.gov.uk) & Lisa Moizer, Co-ordinator of the Lancashire Skills & Employment Hub [lisa.moizer@lancashire.gov.uk](mailto:lisa.moizer@lancashire.gov.uk)

#### **Executive Summary**

This paper provides an overview of the Lancashire Skills Hub activity since the last board meeting.

#### **Recommendation**

The Board is asked to note the up-date.

## **1. Careers Education, Information, Advice and Guidance (CEIAG)**

- 1.1 The LEP was successful in its bid to the Careers and Enterprise Company for an 'Enterprise Adviser Network'. The pilot project, which launched in January in Blackburn with Darwen and Burnley, aims to stimulate engagement between businesses and industry and schools to inspire young people and provide CEIAG. Essentially the project involves a funded Enterprise Coordinator, working with a network of Enterprise Advisers (business volunteers) and a network of schools to develop employer engagement strategies and plans. Our Enterprise Coordinator, Kay Vaughan - employed by Inspira who oversee the day-to-day delivery, will provide a presentation at the meeting about the pilot and early successes.
- 1.2 Formal confirmation of grant funding for the next two academic years has now been received and match funding has been secured locally through Lancashire County Council. This will enable the network to be expanded to 60 schools across Lancashire from September 2016, and to 120 in September 2017. Further details will be provided in the presentation at the meeting.

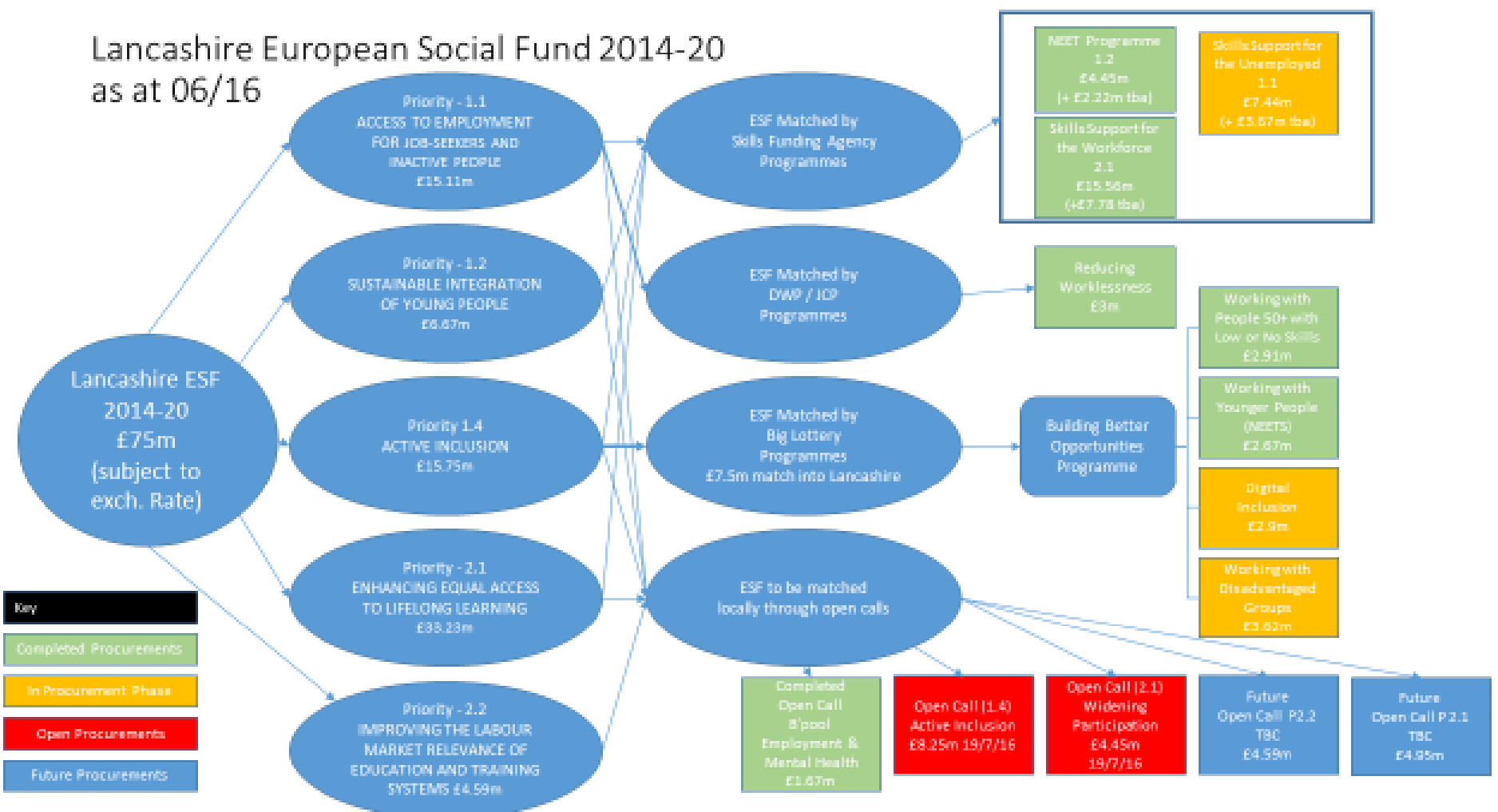
- 1.3 The JCP Pathfinder with schools is now fully operational. The pathfinder is also focused in Burnley and Blackburn with Darwen, to aid coordination and it is intended that it will also extend across Lancashire next academic year in parallel with the Enterprise Adviser Network.
- 1.4 A breakfast event, is being planned with partners to celebrate the early successes of the Enterprise Adviser Network, collaborative working and to formally launch the JCP Pathfinder and the roll out of the Enterprise Adviser Network in Lancashire. It will be hosted by Edwin Booth and the Chief Executive of the Careers and Enterprise Company, Claudia Harris. The event will be held on the 30<sup>th</sup> September at the Dunkenhall Hotel, please note the date in your diaries.
- 1.5 The Careers and Enterprise Company are also launching a procurement exercise to contract mentoring providers across the Country to help establish a network of business mentors who will mentor young people in Years 8 and 9 who are at risk of disengaging. This is complementary to the ESF activity recently tendered, and is welcomed as an earlier intervention to support young people to reengage pre-GCSE. The Lancashire Skills and Employment Hub will be involved in the evaluation process, and have provided a slide for the prospectus about needs in Lancashire (see Appendix A).

## **2. European Structural Investment Funds (ESIF)**

- 2.1 The Skills Funding Agency (SFA) opt-in project for young people at risk of or not in education, employment or training (NEET) is now contracted. A paper and input will be provided by the accountable body, Preston's College, at the meeting.
- 2.2 The tenders for the other two SFA co-financed projects have now closed - 'Skills Support for the Workforce' and 'Skills Support for the Unemployed' and we are awaiting dates for evaluation panels from the SFA.
- 2.3 The outcome of the invitation to tender (ITT) for the project co-financed by the Department for Work and Pensions (DWP) will be confirmed in September, with view to the project commencing in November (for 3 years).
- 2.4 In relation to the Building Better Opportunities (Big Lottery) programme, it is anticipated that the NEET project and activity targeted at 50+ will commence in September. The Disadvantaged project is at stage 2, as is the project addressing 'Digital Inclusion'.
- 2.5 As per the previous up-date and our recommendations to the ESIF Committee, calls for stage 1 tenders relating to Active Inclusion and Widening Participation/Outreach were launched and closed on the 19<sup>th</sup> July. These projects require match locally. It is anticipated that the project submissions will be reviewed at the ESIF Committee on the 14<sup>th</sup> September, with view to agreeing which applications should progress to stage 2 of the process.

- 2.6 As per previous recommendations to the ESIF Committee we are also progressing the development of specifications under 2.1 and 2.2, focusing on leadership and management and accelerating apprenticeships at higher level and degree. A workshop was held on the 18<sup>th</sup> July with a range of partners who had expressed interest in these areas of work to discuss their project ideas and encourage collaboration.
- 2.6 A diagram is provided below which provides an overview of activity to-date (as described), in a visual format, indicating stage of procurement.
- 2.7 Further to the email issued regarding implications of Brexit, we are still awaiting a formal position from the Department for Work and Pensions (DWP). At present it is 'business as usual' and procurement activity continues. Further information will be provided at the meeting.

# Lancashire European Social Fund 2014-20 as at 06/16



### **3. City Deal**

- 3.1 A workshop was held on Thursday 5<sup>th</sup> May with the City Deal Skills and Employment Steering Group members to discuss and agree metrics for the set of objectives identified in the Ekosgen research. These will feed into the overarching City Deal business plan and will be used to assess progress on a quarterly process. The objectives and draft metrics will be presented at the meeting before progressing to the City Deal Executive and Stewardship Board at the end of August.
- 3.2 A City Deal stand was sponsored at the UCLan Science Fair. The fair took place over a 3 day period in Preston, from Thursday 30<sup>th</sup> June to Saturday 2<sup>nd</sup> July. A partnership of 11 organisations came together through the City Deal Information, Advice and Guidance (IAG) Task Force to develop the stand, activities and facilitate engagement over the 3 day period. A Lego bridge building activity was designed with STEMfirst which enabled young people to have a go at designing the proposed new bridge over the River Ribble. It is estimated that over 660 young people, 175 adults and around 70 schools took part in the City Deal stand's activities. Schools requested that the bridge building exercise be developed into a kit for schools with a lesson plan. A summary paper is provided in Appendix B, and a selection of photos from twitter - @LancsSkillsHub.

### **4. Lancashire HR Forum**

- 4.1 A presentation was delivered at the Community and Business Partnership (CBP) Lancashire HR Employer's Forum, which is supported by Forbes Solicitors and chaired by Joanne Pickering. The forum was attended by approximately 94 businesses. The presentation covered the framework and detailed how employers could get involved in activity – from supporting CEIAG, to engaging with apprenticeships to maximising support from ESF activity. A template was also circulated for employers to complete to help gather intelligence for the soon to be launched SFA project, providing upskilling in the workplace. This intelligence will help to provide a launch pad for the project, once the procurement exercise has been completed.
- 4.2 As a result of the input, CBP have suggested dedicating the Lancashire Business Growth Forum in February 2017 to skills and employment, which will provide a further opportunity to engage with employers to raise awareness and engage businesses in activity.

### **5. Growth Deal Skills Capital**

- 5.1 Further to the up-date at the last meeting on the projects that were successful under round 2, the Growth Deal Programme Team are working closely with applicants to progress the Grant Funding Agreements (GFAs). Of the 9 projects approved in April, 4 have now got signed Grant Funding Agreements and are live (Myerscough College – Food and Farming Innovation, Technology Centre, Runshaw College – Enhancing IT Infrastructure,

University of Cumbria - Lancaster Campus Teaching Hub and Edge Hill University - Technology Hub). The remaining 5 are being progressed.

- 5.2 A press release was issued earlier in the month highlighting the second round of allocations and featured in a number of publications. For example, see: <http://www.lancashirebusinessview.co.uk/69868-69868/> . Amanda Melton also featured in the LEP newsletter, as Chair of the Skills and Employment Board.

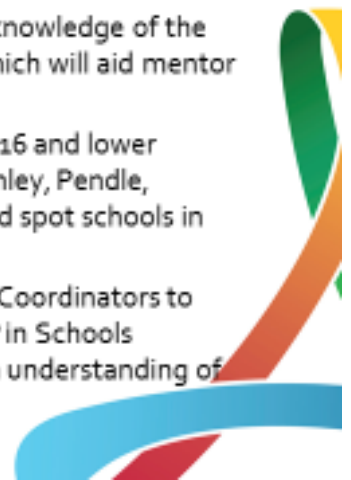
## Appendix A: Lancashire Enterprise Partnership priorities for Mentoring



# Lancashire Enterprise Partnership Priorities

- The Lancashire Skills & Employment Strategic Framework outlines our priorities against 4 themes: Future Workforce, Skilled & Productive Workforce, Inclusive Workforce & Informed Approach: <http://www.lancashirelep.co.uk/lep-priorities/skills-employment/skills-and-employment-strategic-framework-2016-2021.aspx>
- We would like to see business mentors from our priority sectors: advanced engineering & manufacturing; energy & environment; finance & professional services; creative & digital; health & social care; visitor economy and construction – aligned geographically with areas of high replacement demand and growth.
- We would expect mentoring providers to be able to demonstrate a knowledge of the Lancashire labour market and tangible evidence of business links which will aid mentor recruitment.
- We would expect a focus on schools with higher rates of NEET post-16 and lower attainment levels – this should include geographical cold spots: Burnley, Pendle, Hyndburn, Rossendale, Blackpool, & Morecambe; and individual cold spot schools in other areas.
- The mentoring provider will work hand-in-hand with the Enterprise Coordinators to ensure a coordinated and collaborative approach, alongside the JCP in Schools pathfinder which is also operating in Lancashire, and should have an understanding of the current landscape of provision.

[www.lancashirelep.co.uk](http://www.lancashirelep.co.uk)



## Appendix B

### Lancashire Science Festival (30<sup>th</sup> June – 2<sup>nd</sup> July 2016)

#### City Deal Stand

**Report Author:** Lisa Moizer, Co-ordinator of the Lancashire Skills Hub,  
[lisa.moizer@lancashire.gov.uk](mailto:lisa.moizer@lancashire.gov.uk)

#### 1. Background information

- 1.1 The Lancashire Science Festival is a three day event (day 1 and 2 for schools, day 3 open to the public) which combines hands-on science learning, with excitement and fun, and brings professional science communicators, theatre shows and more to the region, with the intention of celebrating Lancashire as a hub of science and engineering. In 2015 it had over 11,000 visitors. Sponsorship allows the festival to be free event for schools and families.
- 1.2 Jo Heaton, Head of Communications and Engagement at UCLAN, is a member of the City Deal CEIAG Taskforce. Jo brought the opportunity to sponsor a stand at the 2016 UCLAN Lancashire Science Festival to the Taskforce.
- 1.3 A proposal was taken to LCC and City Deal that outlined that the Taskforce would take a partnership approach regarding the creating and running the stand, to inform and inspire people about the City Deal and the career opportunities coming out of the City Deal. This approach was successful in securing sponsorship.

#### 2. City Deal Stand

- 2.1 Sponsorship gave the City Deal stand prime position in the sports hall, the City Deal logo was on the t-shirts and it was given a double page spread in the festival literature.
- 2.2 The partnership consisted of 11 organisations plus the Lancashire Skills Hub, each donating their time and resources to create the stand. Please see table below for the full list of organisations and their contribution.
- 2.3 The partnership developed the stand with two activities. In the first activity the young people, designed, costed and then built a bridge with limited Lego pieces. They then went on to build the bridge as quickly as they could. We had a Top Gear style board and they were ranked firstly on cost and then on speed. The bridges spanned from one table to the other, over the 'River Ribble' and on the tables there were maps of North and South Preston designed in the City Deal marketing style.



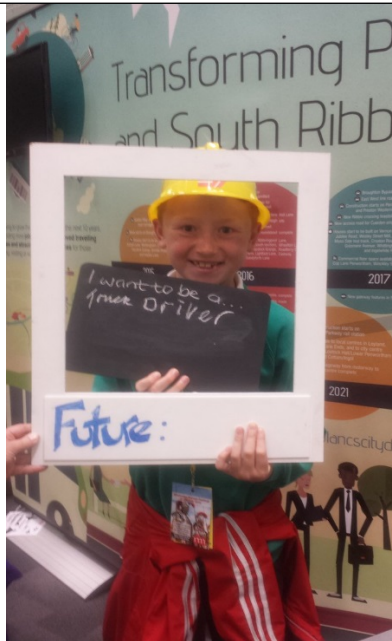
- 2.4 The second activity was a short Buzz Quiz on iPads which asked young people several questions giving them an insight into the type of person they are and the strengths they have. We then took the opportunity to relate that to construction and engineering jobs where appropriate. Alongside this they could look through the prop box and dress up in a variety of protective clothing and pose with various construction/engineering props.
- 2.5 If the young people engaged in an activity on the City Deal stand they would wear a yellow plastic kid's sized safety helmet which they then kept.

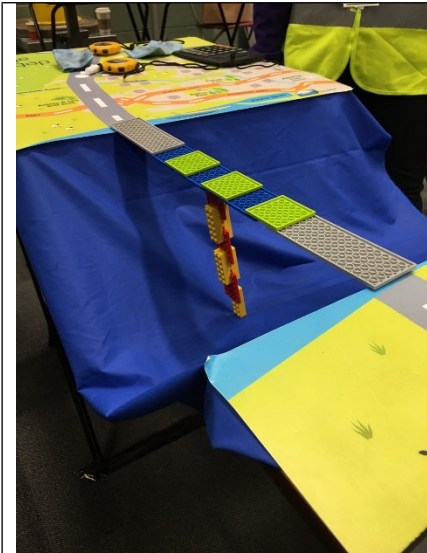
<b>Partner</b>	<b>Contribution</b>
City Deal Communications Team	Supplied the City Deal stand and designed the advert and maps.
Costain	Supplied the traffic lights, cones and safety barriers
Cumbria and Lancashire Network for Collaborative Outreach	Brought the Buzz Quiz activity and prop box and helped run the stand
Eric Wright	Sponsored the safety helmets and hi-vis vests for the young people
Inspira	Helped run the stand
JTL Training	Helped run the stand
National Careers Service	Helped run the stand
Preston Vocational Centre	Supplied the props and helped run the stand
Runshaw College	Helped run the stand
South Ribble Council	Organised Costain and Eric Wright involvement and helped run the stand
STEM First	Commissioned to design the Bridge Building game, organised for two STEM ambassadors to help run the stand

### **3. Outcomes**

- 3.1 This year's festival saw more than 13,000 visitors over the 3 days of the festival. The City Deal stand was very popular with both the schools and families. It is estimated that over 660 young people, 175 adults and around 70 schools took part in the City Deal stand's activities.
- 3.2 The activities worked well to attract a wide diversity of young people and allowed us to easily engage young people in conversations about construction and engineering. The safety helmets proved incredibly popular!
- 3.3 You can see photos on Twitter @LancsSkillsHub and here at <http://www.lancashiresciencefestival.co.uk/>
- 3.4 A number of teachers asked about the bridge building game and if it can be brought into schools and the CEIAG Taskforce will look at this and other ways of taking the good practise from the Science Festival forward.
- 3.5 SKV are creating a media story regarding the City Deal stand which can be used by all partners and will be shared widely.

The Lancashire Skills & Employment Hub would like to say a huge thank you to all the partners involved in the City Deal stand, it was fantastic to be a part of such a positive collaborative effort.









## **Lancashire Skills and Employment Board**

**Private and Confidential: No**

**Wednesday 27<sup>th</sup> July 2016**

### **Area Based Review – Update from the Working Group**

**Report Author:** Dr Michele Lawty-Jones, Director of the Lancashire Skills and Employment Hub, [michele.lawty-jones@lancashirelep.co.uk](mailto:michele.lawty-jones@lancashirelep.co.uk)

#### **Executive Summary**

The Area Based Review (ABR) is due to commence in Lancashire in September, with the first steering group scheduled for the 4<sup>th</sup> October. It has been confirmed that the steering group will be chair by the FE Commissioner, David Collins, in the first instance.

The ABR Working Group, established by the committee, met in July to further progress the development of the 'skills conclusion' which will be presented by the LEP and the Local Authorities at the first steering group. It was agreed that the principles, mapped against the Skills and Employment Strategic Framework were useful to frame the conclusion, as agreed at the last committee meeting and the LEP board meeting. The draft slide pack will be shared at the next meeting.

Discussion took place in regard to steering group membership. Recommendations have been discussed with the chair, who is supportive. Recommendations are provided below for endorsement by committee members. The notes of the meeting are provided for information.

## **Recommendations**

The Skills and Employment Board are asked to:

- (i) Approve that West Lancashire College is invited to be a member of the Steering Group to provide the full picture of provision in Lancashire. The College will be reviewed under the North East Wave 4 (parallel) review as they are part of the Newcastle College Group (NCG).
- (ii) Approve that the Executive Director, Robin Newton-Syms of The Lancashire Colleges group is invited to be a member of the Steering Group.
- (iii) Approve that Paul Holme represent the Skills and Employment Board at the steering group, along with Dr Michele Lawty-Jones as senior officer.

## **Lancashire Area Based Review Working Group Friday 8<sup>th</sup> July 2016**

### **Present:**

Julia Coleman  
Michele Lawty-Jones (chair)  
Lisa Moizer  
Robin Newton-Syms  
Ajay Sethi  
Mike Taplin  
Andy Walker

### **Guest:**

John Barber (Joint Area Review Development Unit – JARDU)

### **Apologies:**

Dean Langton  
Paul Holme

### **Key Points:**

#### **JARDU input**

John confirmed that JARDU provide the secretariat support for each of the reviews, and run the review in accordance with the guidance and timescales within the guidance.

John provided an insight into other reviews around the country and learning points. The assumption in wave one that evidence and data would lead to clear options has not played through in all areas.

It is important to pose questions at steering group one (in the skills conclusion presentation) that 'challenge' and enable the Colleges to recommend options that address key issues; it is easy to get lost in the volume of data.

Whilst the primary focus is infrastructure and financial viability and sustainability, it is important that the ABR also establishes a platform for future curriculum development and future devolution of funds e.g. AEB; there is an expectation that the steering group will continue beyond the ABR to oversee implementation of the recommendations but to also ensure that broader issues are addressed.

Whilst West Lancashire College is in the North East review (also in wave four), John recommended that the College be part of the steering group to ensure that data was fed in and that recommendations did consider the positioning and contribution of the College in Lancashire. **ACTION:** All members of the working group were supportive.

It was also agreed that it would be beneficial for The Lancashire Colleges (TLC) to be part of the steering group and that the executive director, Robin, be invited to join the steering group and receive allied data.

**ACTION:** John to progress with Robin.

### **Up-date from Lancashire Colleges**

Robin indicated that the RCU data packs were not yet ready; an issue with the data has been identified which RCU are currently reviewing. It is hoped that the data packs will be available next week. Robin will keep the group apprised of progress.

Robin confirmed that Rosie Fearn had joined the team at TLC. Rosie is ex-SFA/JARDU and is very knowledgeable re: data and data analysis and will be reviewing the RCU data packs. It was agreed that it would be useful for Rosie to attend future meetings to provide insight.

**ACTION:** Robin to invite Rosie to future working group meetings.

### **LEP and Skills & Employment Board / principles matrix**

Michele circulated the LEP Board paper and provided an up-date from both board meetings. Both boards are supportive of progress and the principles which will frame the skills conclusion. The principles map to the Lancashire Skills and Employment Strategic Framework.

Michele also provided an up-date on Growth Deal 3 (GD3) and the submission from Lancashire to Government. The current pipeline of skills capital projects is being used to justify an allocation and a programme approach to skills capital within Lancashire's GD3 ask, as specific projects can only be reviewed once the outcome of the ABR is agreed. It is understood that the process will be highly competitive; initial indications are that the scheme has received asks from LEPs which collectively add up to four times more than the funding available.

The principles were discussed, and it was agreed that the matrix would be used to scope the skills conclusion from both the LEP and the LAs.

### **LA data collection and analysis**

Ajay, Mike and Julia provided an update and indicated that they hoped to have the data collated and analysed by the end of July.

## **Development of the skills conclusion**

It was agreed that draft slides from the LEP (Michele/Andy) and the LAs would be shared at the next meeting with view to pulling together into one pack. Michele to share the slides from the Thames Valley review – John indicated that these are being shared as best practice. John to also provide the Stoke and Staff's conclusion and Liverpool's.

**ACTION** : LEP and LA representatives to share draft slides prior to the next working group meeting (9<sup>th</sup> August). Michele and John to circulate documents.

## **Membership of the steering group**

There was a brief discussion about the potential membership of the steering group. At present it is likely that Dean Langton will represent the Combined Authority, and Bob Stott the Local Authorities with officer support from Ajay and Sarah Hurst. Julia and Mike to check expectations with each unitary. Michele to check whether a LEP or Skills and Employment Board member would wish to attend alongside her.

**ACTION:** Julia and Mike, and Michele to confirm positions re: membership.

**DATE OF NEXT MEETING: 09<sup>TH</sup> August 2016, 10am – 12noon, Lancashire Adult Learning College**





## Lancashire Skills and Employment Board

**Private and Confidential: No**

**Wednesday 27<sup>th</sup> July 2016**

## Draft Apprenticeship Growth Plan

**Report Author:** Lisa Moizer, Co-ordinator of the Lancashire Skills & Employment Hub [lisa.moizer@lancashire.gov.uk](mailto:lisa.moizer@lancashire.gov.uk)

### Executive Summary

The benefits of apprenticeships to Lancashire, both to our people and businesses, alongside unprecedented reforms to apprenticeships has led to the creation of an apprenticeship growth plan for Lancashire.

The draft of the apprenticeship growth plan is provided for review by committee members.

### Recommendations

The Board is asked to:

- (i) Review and comment on the draft apprenticeship growth plan.
- (ii) Agree the recommendation that the draft apprenticeship growth plan is shared with partners for their input.
- (iii) Agree the recommendation that a final draft of the apprenticeships growth plan, approved by the committee, is submitted to the LEP Board for their endorsement, buy in and approval before Christmas.

## 1. Background

- 1.1 The Lancashire Skills and Employment Strategic Framework identifies growth in apprenticeships as a key priority in tackling replacement demand and skills shortages, as well as improving economic wellbeing in Lancashire. The Government have set a target to achieve 3 million apprenticeships starts by 2020 which is underpinned by a series of unprecedented reforms in



apprenticeship policy and funding. Quality apprenticeships are proven to be of benefit to individuals and employers and positively contribute to the economic success of the UK.

- 1.2 A Lancashire plan to grow apprenticeships at all levels in both large and small employers has been created to complement the strategic framework, to drive this area of work with partners.

### **2. Draft Lancashire Apprenticeship Growth Plan**

- 2.1 The draft apprenticeship growth plan is provided (see overleaf). The plan sets out Lancashire's vision, reasons why, aims and goals for growing our apprenticeships.
- 2.2 Please note that the plan is in draft and communicates only through text; the intention is to make the final plan much more visual using pictures and infographics.

### **3. Next Steps**

- 3.1 The plan requires a collaborative approach across all our partners and therefore facilitating buy-in from the start is paramount. To achieve this aim we want to share the draft plan with key partners for their comments and input.
- 3.2 As there is significant opportunity to grow apprenticeships within this climate of reform, the plan requires a high level of buy-in across the LEP. As such it is recommended that once the committee agree the plan it is then taken to the LEP Board to be agreed and signed off.



## **Draft**

# **Lancashire Apprenticeship Growth Plan 2016**

### **1. Introduction**

This apprenticeship growth plan sets out the vision, intention and key performance indicators of the Lancashire Skills and Employment Board, the Lancashire Skills and Employment Hub and partners in relation to the promotion and delivery of apprenticeships in Lancashire, for the benefit of Lancashire's people, employers and apprenticeship providers. The plan is set over a four year period until 2020.

The programme of work and activities outlined in the plan have been born out of local evidence base, the Lancashire Skills and Employment Strategic Framework as well as national research, policy and apprenticeship reforms.

### **2. Vision 2020**

**Apprenticeships will be understood and valued by three key groups and as a result there will be more high quality apprenticeships delivered in Lancashire which enable apprentices to become skilled and businesses to increase productivity.**

1. People (Future Workforce and Inclusive Workforce) understand apprenticeships and make informed decisions based on that understanding. They value apprenticeships and their benefits.
2. Employers and their employees (Skills and Productive Workforce) understand apprenticeships and the apprenticeship reforms and have proactively adapted to take advantage of the opportunities the reforms bring. They value apprenticeships and understand the contribution and benefits to their employers.
3. Providers (Informed Approach) understand the apprenticeship reforms and have proactively adapted to take advantage of the opportunities the reforms bring. They value relationships with employers and people and deliver high quality apprenticeships that meet their needs, which impact on productivity.



**3. Why are we doing this?**

**Skills and Employment Strategic Framework**

The Skills and Employment Hub is a strategic unit whose purpose is to support the Lancashire Skills and Employment 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.

In February 2016 Lancashire's Skills and Employment Strategic Framework was published. The purpose of the 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 Lancashire Strategic Economic Plan (SEP)<sup>1</sup>. It has provided a framework for public investment in skills and employment activities in the County, and it outlines the direction skills and employment providers need to take to best address need.

The Strategic Framework identified apprenticeships as a key priority 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.

**Government's Apprenticeship 2020 Vision**

The Government has set a challenging target to achieve 3 million apprenticeship starts by 2020. To achieve this target they have set out a number of substantial reforms which will transform the Apprenticeship landscape. The Government published: English apprenticeships: our 2020 vision in December 2015 with the aim of implementing reforms to 'boost the benefits of apprenticeships even further'.

	<b>2020 Vision Summary</b>	<b>Reforms Summary</b>
<b>Quality</b>	<ul style="list-style-type: none"> <li>• Provide substantive training in a professional or technical route, with transferable skills and competency in English and maths for all ages.</li> <li>• Available across all sectors and at all levels.</li> <li>• Every apprenticeship will be a high quality opportunity that delivers the</li> </ul>	<ul style="list-style-type: none"> <li>• New employer-designed standards and end-point assessments.</li> <li>• Protect the term 'Apprenticeship' in law.</li> <li>• Expansion of apprenticeships into higher level and degree.</li> </ul>



	skills, knowledge and behaviours that employers are looking for.	
<b>Employers</b>	<ul style="list-style-type: none"> <li>Recognised and respected as a highly effective means for all businesses to build their pipeline of skilled future staff in all parts of the country.</li> <li>Simple process for employers to navigate and use.</li> <li>Employers will feel full ownership of apprenticeships.</li> <li>Employers will be the main advocates of apprenticeships among their peers.</li> </ul>	<ul style="list-style-type: none"> <li>Groups of employers developing standards.</li> <li>Digital Apprenticeship Service.</li> <li>'Find an Apprenticeship' online service.</li> <li>Public sector apprenticeship growth, statutory targets of 2.3% for public sector.</li> <li>Contribution to apprenticeships through public procurement rules, contracts over £10m and 12 months.</li> </ul>
<b>Supporting routes into apprenticeships</b>	<ul style="list-style-type: none"> <li>Apprenticeships will be an attractive offer that young people and adults aspire to go into, as a high quality and prestigious path to a successful career.</li> <li>There will be clear progression routes through technical and professional education and into skilled employment, including apprenticeships.</li> <li>All young people at school will be able to hear from and be inspired by employers and apprentices.</li> <li>Young people from all backgrounds will get the preparation they need to be high quality candidates for apprenticeships.</li> </ul>	<ul style="list-style-type: none"> <li>Post 16 Skills Plan.</li> <li>Schools statutory duty to ensure access to independent careers guidance.</li> <li>The Careers and Enterprise Company network of Enterprise Advisers.</li> <li>Apprenticeship Ambassador Network.</li> </ul>
<b>System</b>	<ul style="list-style-type: none"> <li>A new, independent and respected quality body.</li> <li>Agile training providers to meet the evolving needs of business.</li> <li>More high quality providers and easier for employers to train their apprentices directly.</li> </ul>	<ul style="list-style-type: none"> <li>Institute for Apprenticeships.</li> <li>Reduce barriers to new providers entering the market.</li> </ul>
<b>Funding</b>	<ul style="list-style-type: none"> <li>The funding system will support the commitment to increase the quality and quantity of apprenticeships.</li> <li>Funding will be placed on a sustainable footing through a levy.</li> </ul>	<ul style="list-style-type: none"> <li>Apprenticeship Levy.</li> <li>New funding model will be introduced.</li> <li>Incentives to take on 16-18 year olds.</li> </ul>



## Apprenticeship benefits

### For individuals

- 97% of Level 2 and Level 3 apprentices felt that they acquired or improved their skills as a direct result of their apprenticeship (*BIS (2015) Apprenticeships evaluation: learner survey*).
- 83% of apprentices said their career prospects have improved (*BIS (2014) Apprenticeship Evaluation: survey of learners*).
- Apprenticeships are a key route for an individual to achieve higher employability and higher earnings (*CEBR (Nov 2014) Economic impact of apprenticeships*).
- Apprentices completing an apprenticeship at level 4 or above could earn £150,000 more, on average, over their lifetime (*2AAT and CEBR (2013) University education – is this the best route into employment?*).
- 89% of Level 2 and 3 apprentices were satisfied with their apprenticeship, while 72% were 'very satisfied' (*BIS (2015) Apprenticeship Evaluation: survey of learners*).

### For employers

- Employers experience a wide range of benefits as a result of training apprentices. Improved productivity, product or service quality, staff morale, staff retention and image in the sector, as well as generating new ideas, were all mentioned by at least two-thirds of employers, with improved productivity the most frequently cited benefit (76%) (*BIS (May 2016) Evaluation of Apprenticeships: Employers*).
- 86 per cent intended to continue offering apprenticeships in future, an increase from 79 per cent in 2014. For those employers who did not intend to offer apprenticeships 48% attributed the change to needing to recruit or train fewer people, while 30% stated that they had decided to recruit or train in other ways.
- In the BIS employer survey in 2014 70% said apprenticeships improved product quality and service.
- In 2012 72% employers reported that having an apprentice had improved productivity.
- The cost of apprenticeship training pays for itself within a couple of years of completion through increased productivity (*BIS (2012) Employer Investment in Apprenticeships and Workplace Learning: The Fifth Net Benefits of Training to Employers Study*).

### Lancashire Skills and Employment Hub's role

Local priorities and needs, the benefits Apprenticeships bring to individuals, businesses and the economy against the background of the Government's Apprenticeship reforms place the Lancashire Skills and Employment Board and the Hub as an impartial strategic lead with a role in supporting partners to be more responsive, address challenges and create opportunities for Lancashire.



## 4. What do we want to accomplish?

### For Lancashire

The benefits of apprenticeships to our residents, our employers and our economy are clear. We have the opportunity to position Lancashire within the reforms landscape and, irrespective of the way the reforms are implemented, to focus on supporting Lancashire individuals, employers and providers to improve the understanding and quality of apprenticeships as set out in our Vision.

### Our overarching goals for 2020

- Greater number of apprenticeships overall – ?% growth per year
- Greater number of level 3 and above apprenticeships - ?% per year growth per year
- Greater number of Lancashire businesses offering apprenticeships? – can we measure this?

### The Skills and Employment Strategic Framework

In our Skills and Employment Strategic Framework published in February 2016 we drew together key skills and employment priorities which were identified through a robust evidence base. The evidence base included seven sector studies focusing on areas of high replacement demand and growth potential and consultations with employers, partners and providers.

The framework is structured into 4 themes: Future Workforce, Skilled & Productive 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. Go to this link to see the full framework: <http://www.lancashirelep.co.uk/lep-priorities/skills-employment/skills-and-employment-strategic-framework-2016-2021.aspx>



This key objective from the Framework is the main objective of the apprenticeship growth plan and its vision.

- Increase the number, range and quality of apprenticeships and encourage greater levels of provision at higher and degree level, reaching more employers in sectors with high replacement demand and growth.

The main objective is underpinned by the following three.

1. Provision of advice and guidance to young people and adults, underpinned by robust labour market intelligence to promote apprenticeships to young people with the required capabilities and attitudes so that apprenticeships are seen as a valuable work-based professional and technical alternative to academic routes and higher education.
2. Increase employer engagement in skills, and encourage greater commitment to workforce development, as well as encouraging employers to work with education providers to influence work-based professional and technical education.
3. Work with Further Education Colleges, private providers, universities and employers to target professional and technical education at areas of high replacement demand and future employment growth in-line with local labour market information and trends.





## 5. How are we going to do it?

Although the landscape of the Government's apprenticeship targets, vision and reform gives us a direction and affords us a degree of support the Lancashire apprenticeship growth plan enhances Lancashire's economic wellbeing and therefore we will maintain our focus on the vision and goals set out in this plan in the face of inevitable future changes to Government policy.

### Balancing supply and demand

There is little use in increasing the number of apprenticeship opportunities if the demand to take them up is not there. Likewise it will not be beneficial to simulate demand for apprenticeships if the opportunities are not there. Therefore the apprenticeship action plan seeks to work with the three target groups: people, businesses and providers to simultaneous work to simulate supply and demand of apprenticeships.

### Directing funding and resources

Where the Lancashire Skills and Employment 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, young people 'Not in Education, Employment or Training' (NEET), Information, Advice and Guidance (IAG) etc.), it is intended that the apprenticeship plan will inform investment decisions made in relation to these budgets. Providers in Lancashire will be invited to set out how their delivery will contribute to achieving the apprenticeship strategies priorities. In delivering the strategic priorities, the Lancashire Skills and Employment Board and other strategic partners will also work with employers to leverage greater levels of employer engagement and investment in key areas.

## Goals

### 1. People (Future Workforce and Inclusive Workforce)

- a. Inspire and educate young people, parents, teachers and school governors to regard apprenticeships as an equal opportunity to a traditional academic route.
- b. Enhance employability and enterprising skills, attitudes and behaviours throughout the education journey so that young people are willing and able to choose an apprenticeship route.
- c. Improve the employability and skills of unemployed adults and NEET young people and progression into traineeships and apprenticeships
- d. Facilitate routes into apprenticeships through sector specific initiatives targeted at areas with labour market demand and/or to support inward investment opportunities.
- e. Incorporate apprenticeship targets through social value into LEP-driven capital programmes to gain added value for Lancashire.



## 2. **Employers** (Skilled and Productive Workforce)

- a. Increase the number of apprenticeships (including higher level and degree) across our priority sectors.
- b. Increase the number of employers undertaking workforce / succession planning and as a result delivering apprenticeships to meet needs identified.
- c. Communicate the opportunities and highlight the weaknesses of the apprenticeship reforms to Lancashire employers to enable them to take full advantage of the reforms.

## 3. **Providers** (An informed and collaborative approach)

- a. Support providers to communicate the opportunities and highlight the weaknesses of the apprenticeship reforms to Lancashire providers to enable them to take full advantage of the reforms.
- b. Ensure that the traineeship and apprenticeship infrastructure is fit-for-purpose and aligned to our economic priorities and labour market demands.

### **Key successes in 2015/2016**

**Young Apprenticeship Ambassador Network** - 43 Apprenticeship Ambassadors signed up to the Lancashire Young Apprenticeship Ambassador Network (LYAAN).

**LMI Workshops** - 74 practitioners (teachers, tutors and careers professionals) attended 6 workshops across Lancashire in 2016. Evaluations were positive and the workshops were well received; further workshops were requested.

**Enterprise Adviser Network Pilot** – running since January 2016 in Blackburn with Darwen and Burnley, 20 schools and employers signed up to the network. Apprenticeship promotion a cross-cutting theme.

**Apprenticeship Levy Event** – over 60 employers from the public and private sector attended an Apprenticeship Levy event in March 2016. Evaluations were positive, with more events requested.

**Lancashire Science Festival** - City Deal CEIAG Taskforce engaged with over 660 young people, 175 adults and around 70 schools and discussed apprenticeships pathways into construction and engineering jobs.

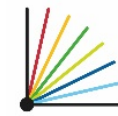


**Action Plan 2016-2017 – to be updated annually**

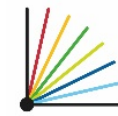
**We have worked with our partners to agree this apprenticeship action plan and we will engage with employers, providers and partners to oversee, facilitate and deliver the actions plan.**

**1. People**

<b>Action</b>	<b>Owner</b>	<b>Success metric</b>	<b>Planned Impact</b>
<b>Goal 1a: Inspire and educate young people, parents, teachers and school governors to regard apprenticeships as an equal opportunity to a traditional academic route.</b>			
Young Apprenticeship Ambassador Network. Roll out the networks offer of apprenticeship inspiration and promotion to schools from September 2016.	LSEH WBL Forum	Expand the network to 100 by summer 2017.  Ambassadors to engage in a minimum of 150 activities by summer 2017.	Peer to peer promotion of apprenticeships, breaking down misconceptions or misunderstandings that young people may have about apprenticeships. They are informed of the opportunities apprenticeships can bring and the new higher level degree apprenticeship routes.
National Careers Service (NCS) LMI Workshops informing careers advice practitioners and school governors about the LMI picture in Lancashire LEP's key sectors and the opportunities arising from the apprenticeship reforms	LSEH NCS	Deliver LMI to 150 careers advice practitioners by summer 2017.	Key influencers of young people and parents, breaking down misconceptions or misunderstandings that young people may have about apprenticeships. They are informed of the opportunities apprenticeships can bring and the new higher level degree apprenticeship routes.
<b>Goal 1b: Enhance employability and enterprising skills, attitudes and behaviours throughout the education journey so that young people are willing and able to choose an apprenticeship route.</b>			
Roll out the Digital Advantage Pilot, engage 10 schools and colleges and a 100 young people. Engage with Lancashire's digital companies and apprenticeship providers to deliver the pilot and identify apprenticeships for the young people.	The White Room LSEH	100 young people go through the digital advantage programme and over 50% go into a digital apprenticeship.	Inspire young people with an interest in digital to take up an apprenticeship in a digital company in Lancashire. Inspire Lancashire's digital businesses to take on a Lancashire apprentice. Address skills shortages in Lancashire's digital sector.



<b>Goal 1c: Improve the employability and skills of unemployed adults and NEET young people and progression into traineeships and apprenticeships</b>			
Apprenticeship outcomes supported and incentivised in European funded projects to support young people not engaged in education, employment or training or at risk of disengaging.	LESEP SELNET LSEH	Take apprenticeship goals from bid – TBC once activity is procured.	TBC
<b>Goal 1d: Facilitate routes into apprenticeships through sector specific initiatives targeted at areas with labour market demand and/or to support inward investment opportunities.</b>			
Sector specific apprenticeship outcomes supported and incentivised in European funded projects which support unemployed people to get into work and people in work to upskill.	LESEP SELNET LSEH	Take apprenticeship goals from bid – TBC once activity is procured.	TBC
<b>Goal 1e: Incorporate apprenticeship targets through social value into LEP-driven capital programmes to gain added value for Lancashire.</b>			
Work with partners to incorporate apprenticeship targets in capital programmes	LESEP Relevant Stakeholders	Apprenticeship targets embedded in Growth Deal Skills Capital projects and monitored through project claim procedure.	Increase in the number of apprenticeship opportunities at all levels in Lancashire's priority sectors.
Create a social value toolkit to support employers meet apprenticeship targets.	LESEP Relevant Stakeholders	Social Value outcomes embedded in the full Growth Deal programme's projects, and infrastructure and housing developments in the City Deal.	Increase in the number of construction apprenticeships at all levels.



**2. Employers**

Action	Owner	Success metric	Planned Impact
<b>Goal 2a. Increase the number of apprenticeships (including higher level and degree) across our priority sectors.</b>			
Work through sector specific SLAs to promote apprenticeships including higher and degree apprentices to employers.	LSEH NAA / Digital Lancashire / NWAA / BOOST	Increase in the SLA sectors of employer engagement with apprenticeships.	Inform employers in key sectors about the apprenticeship levy and reforms. Link up employers with relevant apprenticeship providers. Increase the number of apprenticeships in key sectors.
Use the Skills Partnerships to link up providers of apprenticeships at all levels with employers in priority sectors.	LSEH Skills partnership members	Increase in take up of apprenticeships in Lancashire's priority sectors.	Apprenticeships key to the Skills Partnerships agenda and actions.
<b>Goal 2b. Increase the number of employers undertaking workforce / succession planning and as a result delivering apprenticeships to meet needs identified.</b>			
Enable the BOOST Gateway Service to have up to date knowledge regarding apprenticeship reforms and information regarding Lancashire's.	BOOST LSEH LESEP	Appropriate referrals from the Gateway Advisers to apprenticeship providers, based on knowledge of apprenticeship provision.	With each interaction/engagement with Lancashire employers we are promoting apprenticeships and making it easy for employers to take an apprentice on.
Service level agreement with NAA includes TNAs with Lancashire's Automotive sector employers.	NAA	Increase in the SLA sectors of employer engagement with apprenticeships.	Inform employers in key sectors about the apprenticeship levy and reforms. Link up employers with relevant apprenticeship providers. Increase the number of apprenticeships in automotive.



<b>Goal 2c. Communicate the opportunities and highlight the weaknesses of the apprenticeship reforms to Lancashire employers to enable them to take full advantage of the reforms.</b>			
Two apprenticeship Levy events set in line with key dates in the Government's levy reform timetable and partnership with LESEP	LSEH LESEP	Good levels of attendance from employers affected by the levy in Lancashire, and positive evaluations.	Employers in Lancashire maximising the use of the apprenticeship levy.
Attendance at established employer events and networks.	LSEH	Engagement of intermediaries and representative bodies in promoting apprenticeships.	Raising awareness of apprenticeships and apprenticeship reforms.



**2. Providers**

Action	Owner	Success metric	Planned Impact
<b>Goal 2a. Support providers to communicate the opportunities and highlight the weaknesses of the apprenticeship reforms to Lancashire providers to enable them to take full advantage of the reforms.</b>			
Two apprenticeship levy events for levy paying providers set in line with key dates in the Government's levy reform timetable and partnership with LESEP	LSEH LESEP	The events have strong attendance and receive good feedback	Employers are informed of apprenticeship levy in a timely manner and what steps they can take to spend their levy. Build relationships between local employers and providers.
Regular meetings with representatives of the WBL Forum and regular attendance at WBL Forum meetings.	LSEH LESEP	Outcomes of the meetings will feed into actions and/or create new actions.	Sharing information and resources to create opportunities to grow and improve apprenticeship provision in Lancashire.
<b>Goal 2b. Ensure that the traineeship and apprenticeship infrastructure is fit-for-purpose and aligned to our economic priorities and labour market demands.</b>			
Sector development partnerships or their equivalent. Also engaging with employer networks where SDP have not been formed.	BOOST LSEH	Growth of apprenticeships in Lancashire	With each interaction/engagement with Lancashire employers we are promoting apprenticeships and making it easy for employers to take an apprentice on.
Service level agreement with NAA includes TNAs with Lancashire's Automotive sector employers.	NWAA	Growth of apprenticeships in Lancashire's priority sectors	Organisations who represent and have established relationships with a group of employers will be able to influence employers to consider apprenticeships.
Use of European funds to capacity build SMEs to engage with new apprenticeships standards, to contribute to trailblazers and to embed higher level and degree apprenticeships in workforce planning.	LSEH	Increased number of SMEs offering apprenticeships, with increased engagement at higher and degree level.	Greater number of opportunities for Lancashire's people. Impact on productivity and growth for Lancashire's SMEs.







## Lancashire Skills and Employment Board

**Private and Confidential: No**

**Wednesday 27<sup>th</sup> July 2016**

### City Deal Metrics

**Report Author:** Dr Michele Lawty-Jones, Director of the Lancashire Skills & Employment Hub, [michele.lawty-jones@lancashire.gov.uk](mailto:michele.lawty-jones@lancashire.gov.uk) & Lisa Moizer, Co-ordinator of the Lancashire Skills & Employment Hub [lisa.moizer@lancashire.gov.uk](mailto:lisa.moizer@lancashire.gov.uk)

#### Executive Summary

A workshop was held on Thursday 5<sup>th</sup> May with the City Deal Skills and Employment Steering Group members to discuss and agree metrics for the set of objectives, identified as a result of the Ekosgen research. These will feed into the overarching City Deal business plan and will be used to assess progress.

The objectives and draft metrics, including assumptions and limitations, are presented to the committee for member's comments before being further refined and progressing to the City Deal Executive and Stewardship Board at the end of August.

#### Recommendation

The Board is asked to comment on draft metrics and endorse the direction of travel.

## 1. Background

- 1.1 As reported at the January committee meeting, Ekosgen were commissioned by the City Deal Executive to identify the skills and employment implications of the City Deal programme for Preston and South Ribble. A Skills and Employment Steering Group was established to oversee the study and the development of a skills and employment action plan; it was agreed in January that the group should continue to meet and oversee the implementation of the plan – feeding into both the City Deal Executive and the Skills and Employment Board.

- 1.2 The Steering Group is made up of representatives from Preston's College, Runshaw College, Training 2000, Preston City Council, South Ribble Borough Council and the LEP / Lancashire Skills Hub, and is chaired by Dr Lis Smith from Preston's College.
- 1.3 The study identified 4 key areas of action:
- 1) Providing a workforce for the new economy, particularly the priority sectors; including a large cohort of young and well qualified workers attractive to incoming employers.
  - 2) Providing a workforce for the construction industry which will deliver the infrastructure, commercial and residential development set out in the City Deal, addressing the challenge of delivering a marked increase in new housing development.
  - 3) Maximising the training and employment opportunities available for both young people and older people from construction activity, using procurement processes to deliver a higher level of industry engagement and increase social value for public sector construction expenditure.
  - 4) Providing training and skills support which helps to secure new inward investment and company expansion in the City Deal area.

## **2. Objectives**

- 2.1 The following objectives have been agreed to take forward the actions identified in the Ekosgen study (see overleaf). The objectives have been inserted into the overarching City Deal business plan.

Activity	Ownership
1. Co-ordinate IAG / engage others / engage businesses with schools and colleges to inspire young people (FW).	<b>IAG Taskforce for City Deal area.</b>
2. Grow apprenticeships (at all levels) in construction and priority sectors aligned with employment sites and the Enterprise Zones (SPW).	<b>Preston College</b> , supported by UCLAN.
3. Improve and make explicit vocational and academic pathways & involve employers in curriculum development (FW).	<b>Preston College</b> , supported by T2000, Runshaw, and UCLAN.
4. Increase project placements and internships in Further Education and Higher Education to increase graduate retention locally (SPW).	<b>UCLAN</b> supported by Runshaw.
5. Retraining / pre-recruitment training / employability skills for adults / older workers to increase local recruitment (IW).	<b>Lancashire Skills Hub and DWP.</b>
6. Agreed approach across partners in relation to Social Value (agreed policy) and Social Value toolkit (feeding outcomes to all of the above) (IW).	<b>Preston City Council</b> , supported by South Ribble Council and Lancashire County Council (LCC).
7. In-work skills support targeting sector skills needs based on local intelligence (SPW).	<b>Lancashire Skills Hub</b> until ESIF funds are contracted.
8. Business support, <i>workforce planning</i> , procurement support for businesses in construction, the supply chain and incoming businesses linked to employment sites / Enterprise Zones (SPW).	<b>Boost</b> supported by Lancashire Skills Hub.
9. Development prospectus / marketing / easily accessible information in regard to offer locally – business support and skills & employment provision. Clear point(s) of contact for businesses.	<b>LCC Economic Development Team</b> , supported by Marketing Lancashire and UCLAN.

### **3. Metrics**

- 3.1 In addition to agreeing objectives, the group have also been working on metrics that could contribute to City Deal progress reports to Government, and also aid reporting on progress to the City Deal Executive.
- 3.2 A workshop was held in May to develop the metrics with partners. The primary aim of the City Deal is to develop new housing and create 20,000 jobs (including 5,000 in the Enterprise Zone). The overarching metrics are therefore job outcomes, with activity outcomes which help to assess the success of various activities. There was much discussion at the workshop about simplifying the metrics, so as to not add additional administrative burden, as no additional resource is available to monitor progress. Assumptions and limitations were thus added to the metrics, to articulate how data was being collected and on what footprint.
- 3.3 It is recognised that the Skills and Employment activity will also generate qualitative information and case studies – which will highlight the 'human aspect' and impact on local residents. For example, disadvantaged into work, creation of new apprenticeships and events such as the Science Fair. Case studies have therefore been included.
- 3.4 The draft metrics are provided in the table below.

**City Deal Skills & Employment Metrics – Draft**

**July 2016**

<b>Overarching Metrics</b>	<b>Data Lead</b>	<b>Definition</b>	<b>Limitations and assumptions</b>	<b>Baseline</b>	<b>Achieved</b>			<b>Target</b>		
				<b>Academic Year 2012/13</b>	<b>Year 1 13/14</b>	<b>Year 2 14/15</b>	<b>Year 3 15/16</b>	<b>Year 4 16/17</b>	<b>Year 5 17/18</b>	<b>Year 10 2022/23</b>
<b>Job Outcomes:</b> 16-24 year old apprenticeships in the construction sector within the City Deal area.	Preston's College	<p>The number of new starts in a 12 month period of 16-24 year old apprenticeships.</p> <p>Main providers with construction apprentices who live in Preston and South Ribble.</p> <p>*Construction sector need to be determined and needs to include frameworks and/or standards in the Construction sector.</p>	<p>Assumption that the growth in 16-24 apprenticeship in the Construction sector are new jobs and the growth is a product of the economic uplift that has resulted from City Deal.</p> <p>This will count the majority of apprenticeships as focus is on the main providers operating in the area.</p> <p>(Does not include adult apprenticeships as the majority are conversions from current jobs not new jobs).</p>	N/A	45	54	58*	5% uplift	8%	15%
<b>Job Outcomes:</b> All 16-24 year old apprenticeships (excluding construction)	Preston's College	The number of new starts in a 12 month period of 16-24 year old apprenticeships.	Assumption that the growth in all 16-24 apprenticeship (excluding construction) are new jobs and the growth is a product of the economic uplift	N/A	317	368	379*	2%	4%	6%

within the City Deal area.		Main providers with apprentices who live in Preston and South Ribble.	that has resulted from City Deal.  This will count the majority of apprenticeships as focus is on the main providers operating in the area.  (Does not include adult apprenticeships as the majority are conversions from current jobs not new jobs).							
<b>Job Outcomes:</b> Increase of graduates into construction and engineering graduate jobs (location to be defined on basis of availability of data).	UCLan	Destinations of Leavers in Higher Education (DLHE) data into construction and engineering graduate jobs. Additionality beyond the 2012/2013 baseline.	Assumption that the growth of graduates into graduate jobs in the Construction sector are new jobs and the growth is a product of the economic uplift that has resulted from City Deal.	85	116	69				
<b>Job Outcomes:</b> Increase of graduates into all graduate jobs (location to be defined on basis of availability of data).	UCLan	Destinations of Leavers in Higher Education (DLHE) data into all graduate jobs. Additionality beyond the 2012/2013 baseline.	Assumption that the growth of graduates into graduate jobs are new jobs and the growth is a product of the economic uplift that has resulted from City Deal.	4,223	4,332	4,118				

<b>Job Outcomes:</b> Jobs created resulting from inward investment or growth in businesses due to business support / opportunity afforded by City Deal.	LCC Economic Development Team	The number of jobs associated with the creation of new commercial floorspace in specified City Deal employment sites	An average employment density formula is applied to generate job outcomes. No figures have been provided for road infrastructure/housebuilding construction as these are temporary jobs in respect of City Deal activity. Assumptions have been made regarding occupancy rates, employment creation and retention levels. This information covers newly developed employment sites only.	-	-	77	147	484	854	4,808
		The number of jobs associated with the take up of business units	An average employment density formula will be applied to generate job outcomes. Assumptions will be made regarding occupancy rates (although these will mainly be tenants rather than landlords therefore premises should generally be fully occupied), employment creation and retention levels. This information largely covers existing premises.	Tbc	tbc	tbc	Tbc	n/a	n/a	n/a

		The number of jobs created via BOOST business support	Standard ERDF criteria.  Jobs (safeguarded/created) associated with business support activity is generated via BOOST reporting.  It does not include retail businesses.							
		Jobs created		n/a	25 (Jun – Mar)	116	93 (Apr-Oct)	n/a	n/a	n/a
		Jobs safeguarded		n/a	6 (Jun – Mar)	9.5	2.5 (Apr-Oct)			

Activity Metrics		Definition	Limitations and assumptions	Baseline	Achieved			Target		
				Academic Year 2012/13	Year 1 13/14	Year 2 14/15	Year 3 15/16	Year 4 16/17	Year 5 17/18	Year 10 2022/23
Increase in graduate placements and paid internships.	UCLan	Graduate placements and internships across all sectors. Additionality beyond the 2012/2013 baseline.	Assumption that the increase in graduate placements and internships across all sectors is a product of the economic uplift that has resulted from City Deal.	323	476	566	2% uplift year on year			
Reduction in JCP claimant count in	JCP	As Universal Credit is being introduced it is difficult to	Assumption that the reduction is due to an increase in the	JSA April 2012	JSA April	JSA April	JSA April			



City Deal area.		assess trends from the beginning of City Deal.	number of jobs due to the economic uplift of City Deal.  (Assume that 'Access to Employment' SFA ESF project and sector based work academies will feed into this metric).	- 5245. April 2013 - 4830	2014 - 3705	2015 – 1930.  UC - 828 Total on out of work benefits 2758	2016 – 1570 UC – 1356 Total out of work benefits 2926			
Number of TNAs delivered through Skills Support for the Workforce with employers that are located within the City Deal area and number of employers accessing learning.	Provider TBC	Employer beneficiaries of Skills Support for the Workforce who are located in the City Deal area.	Indicator of how many employers in the City Deal area are engaged in workforce development.				TBC when project starts			
Students moving from KS4 to KS5 choosing STEM and construction subjects – increase from baseline.	LCC	TBC	The attraction of City Deal has increased the number of students choosing STEM and construction subjects at KS5 (outcome of City Deal CEIAG Taskforce).  To be explored further.							
Students choosing STEM and construction subjects at UCLan – increase from	UCLan	New students selecting STEM/Construction undergraduate degree subjects.	The attraction of City Deal has increased the number of students choosing STEM and construction subjects at UCLan.	1,361	1,663	2,306	2% uplift year on year			

baseline.										
Number of interventions/ activities with education institutions promoting City Deal and the career opportunities it presents.	City Deal CEIAG Taskforce	Interventions/Activities with: A. Young People, B. Teachers/IAG practitioners, C. Parents, and D. Schools such as Labour Market Information events, careers fairs and other information giving events.  Education institutions: schools, colleges, private training providers etc.	Taskforce was formed in Feb 2016 – therefore just over ½ the academic year in Year 3 15/16, therefore targets are fewer than the subsequent years. No activities specifically promoting the City Deal and the opportunities it presents took place before the formation of the CEIAG Taskforce therefore the baselines in 13/14 and 14/15 are zero. All interventions that come out of the work of the taskforce and the members of the taskforce are counted. Assumption that the Lancashire Science Festival will be sponsored by the City Deal each year from 2015/16 onwards and the City Deal stand will be run by the Taskforce.	<b>A 0</b> <b>B 0</b> <b>C 0</b> <b>D 0</b>	<b>A 0</b> <b>B 0</b> <b>C 0</b> <b>D 0</b>	<b>A 0</b> <b>B 0</b> <b>C 0</b> <b>D 0</b>	<b>A 1000</b> <b>B 130</b> <b>C 130</b> <b>D 130</b>	<b>A</b> <b>1500</b> <b>B</b> <b>300</b> <b>C</b> <b>200</b> <b>D</b> <b>200</b>	<b>A 1500</b> <b>B 300</b> <b>C 200</b> <b>D 200</b>	<b>A 1500</b> <b>B 300</b> <b>C 200</b> <b>D 200</b>

Number of businesses supported in the City Deal area.	LCC Economic Development Team / BOOST	Businesses supported through LCC and BOOST in the City Deal area.	Standard ERDF criteria.  Includes pre-starts, business engagement, business assists, new business starts.  Not including retail businesses.	n/a	tbc	tbc	tbc	tbc	tbc	tbc
			Business assists (incl. pre-starts)	n/a	49 (Jun-Mar)	185	103 (Apr-Oct)			
			New businesses	n/a	0	0	23 (Apr-Oct)			
Production of Case Studies	Skills and Employment Hub working with SKV	Case studies to highlight good practice and bring stories with a human angle to the forefront (one per quarter)				2	4	4	4	





## Lancashire Skills and Employment Board

**Private and Confidential: No**

**Date: 27<sup>th</sup> July 2016**

### **Post-16 Skills Plan**

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#### **Executive Summary**

The paper provides a brief summary of the 'Post-16 Skills Plan' white paper published by Government earlier this month. The paper articulates how the Government aims to introduce 15 new technical education routes, replacing the current post-16 classroom based vocational offer.

Alongside the paper, Paul Holme will provide a broader policy update at the meeting.

#### **Recommendations**

The Board is asked to consider the implications of the paper, alongside a verbal input from Paul Holme on the broader Skills Policy picture.

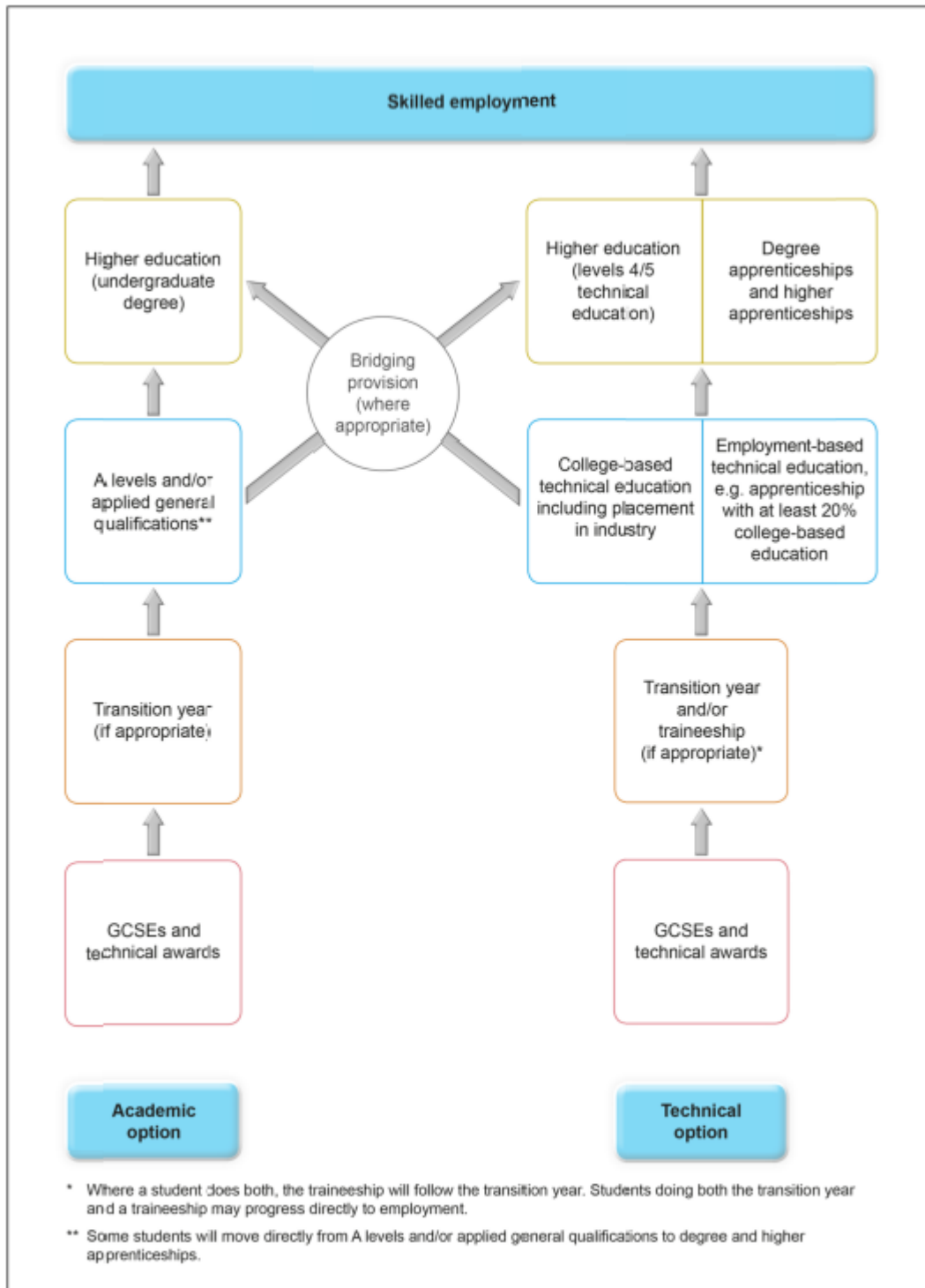
## **1. Post 16 Skills Plan**

- 1.1 The post 16 skills plan was published earlier this month following the recommendations from the review led by Lord Sainsbury of technical education.

## **2. Main Points**

- 2.1 Essentially the plan aims to streamline the current post-16 classroom based vocational offer into a common framework of 15 technical routes, grouping together occupations which have shared training requirements. This will create two choices post 16: the academic or technical option, with bridging courses between the two. The diagram overleaf provides a visual summary. The system also includes an optional transition year for individuals who are

not ready to access a route at 16 (or older if their education has been delayed).



**Figure 1: How the academic and technical options would work**

2.2 The plan aims to address the weaknesses in the UK's skills base which contributes to the ever-increasing productivity gap. The UK is forecast to fall from 22<sup>nd</sup> to 28<sup>th</sup> out of 33 OECD countries by 2020 on intermediate professional and technical skills. The plan aims to address this issue.

- 2.3 Employers will be at the heart of the design of the 15 new routes; the Institute of Apprenticeships will morph to the Institute of Apprenticeships and Technical Education and lead the development of an employer led system.
- 2.4 It is proposed that the Institute will convene panels of professionals for each route to advise on the knowledge, skills and behaviours that individuals will need to meet the standard in each route, and on suitable assessment strategies for classroom based learning. It is proposed that there will be one approved technical level qualification for each occupation or cluster of occupations within a route to avoid the current 'race to the bottom' in which awarding organisations compete to offer qualifications which are easier to pass and thus of lower value. A set of common transferable workplace skills will apply across all routes, as well as quality work placements.
- 2.5 There is reference to working with the Careers and Enterprise Company to support young people to make informed choices, and the development of a new tool for use by young people to help them make choices. The Careers Strategy, being developed in parallel, will outline how Careers Education, Information and Guidance will be taken forward.
- 2.6 The plan includes a timeline – it is anticipated that the reforms will be phased in progressively, with a small number of 'pathfinder routes' which will start to develop standards this year for delivery in 2019, with additional routes becoming available for teaching in phases between 2020 and 2022.
- 2.7 The list of the 15 proposed routes is provided in Appendix A.

## Appendix A

### **The proposed routes (1)<sup>19</sup>**

**Route name:** Agriculture, Environmental and Animal Care

**Numbers employed:** 454,726

**Typical job roles:** Conservationist, park ranger, farmer, horticulturalist, agricultural manager, agricultural technician

**Route name:** Business and Administrative

**Numbers employed:** 2,204,478

**Typical job roles:** Human resources officer, office manager, administrative officer, housing officer

**Route name:** Catering and Hospitality

**Numbers employed:** 568,998

**Typical job roles:** Chef, butcher, baker, catering manager, events manager

**Route name:** Childcare and Education

**Numbers employed:** 1,060,804

**Typical job roles:** Nursery assistant, early years officer, teaching assistant, youth worker

**Route name:** Construction

**Numbers employed:** 1,625,448

**Typical job roles:** Bricklayer/mason, electrician, building/civil engineering technician, carpenter/joiner, construction supervisor

**Route name:** Creative and Design

**Numbers employed:** 529,573

**Typical job roles:** Arts producer, graphic designer, audio-visual technician, journalist, product/clothing designer, upholsterer, tailor, furniture maker

**Route name:** Digital

**Numbers employed:** 351,649

**Typical job roles:** IT business analyst/systems designer, programmer, software developer, IT technician, web designer, network administrator

**Route name:** Engineering and Manufacturing

**Numbers employed:** 1,319,645

**Typical job roles:** Engineering technician, vehicle mechanic, aircraft fitter, printer, process technician, energy plant operative

**Route name:** Hair and Beauty

**Numbers employed:** 293,004

**Typical job roles:** Hairdresser, barber, beauty therapist



## **The proposed routes (2)**

**Route name:** Health and Science

**Numbers employed:** 915,979

**Typical job roles:** Nursing assistant, pharmaceutical technician, sports therapist, laboratory technician, dental nurse, food technician

**Route name:** Legal, Finance and Accounting

**Numbers employed:** 1,325,482

**Typical job roles:** Accounting technician, paralegal, financial account manager, payroll manager, finance officer, legal secretary

**Route name:** Protective Services

**Numbers employed:** 398,400

We expect this route will primarily be delivered through apprenticeships.

**Typical job roles:** Police officer, fire service officer, non-commissioned officer (NCO), maritime operations officer (coastguard)

**Route name:** Sales, Marketing and Procurement

**Numbers employed:** 957,185

We expect this route will primarily be delivered through apprenticeships.

**Typical job roles:** Buyer, procurement officer, sales account manager, market research analyst, estate agent

**Route name:** Social Care

**Numbers employed:** 865,941

We expect this route will primarily be delivered through apprenticeships.

**Typical job roles:** Care worker, residential warden, home carer, probation officer, welfare counsellor

**Route name:** Transport and Logistics

**Numbers employed:** 589,509

We expect this route will primarily be delivered through apprenticeships.

**Typical job roles:** Ship's officer, railway signalling technician, HGV driver

<sup>13</sup> Employment figures taken from *ONS EMP04: Employment by occupation*, available online at <http://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/datasets/employmentbyoccupationemp04>.





## **Lancashire Skills and Employment Board**

**Private and Confidential: No**

**Wednesday 27<sup>th</sup> July 2016**

## **Combined Authority & Skills and Employment Board**

**Report Author:** Dr Michele Lawty-Jones, Director of the Lancashire Skills & Employment Hub, [michele.lawty-jones@lancashire.gov.uk](mailto:michele.lawty-jones@lancashire.gov.uk)

### **Executive Summary**

The purpose of this paper is to update committee members on the Lancashire Combined Authority (LCA) developments and discussions between the LEP and the LCA in relation to working together on the LCA themes, including Skills and Employment.

A paper went to the LEP Board on 5<sup>th</sup> July 2016 outlining working principles and a schedule of intent for each of the existing LCA themes and existing allied strategies and committees. The paper is provided for information for committee members.

Current thinking in regard to the Skills and Employment Board is as follows: 'Potential for this to be a Joint Committee of the LEP and LCA with clear lines of accountability regarding the leadership and delivery of distinct elements of a shared strategy'.

It is anticipated that the Lancashire Skills and Employment Strategic Framework will be adopted in the short-term as the strategy, and that this will influence the development of a LCA Lancashire Plan, which in turn will influence a refresh of the framework and a shared approach.

A verbal update in regard to the LCA and development will also be provided by Dean Langton at the meeting.

### **Recommendation**

The Board is asked to note the update and the LEP Board paper.

## **Lancashire Combined Authority Developments**

The purpose of this Briefing Note is to update LEP Board members on Lancashire Combined Authority (LCA) developments and the strengthening of working relationships with the LEP.

The enclosed working documents (Appendices 'A' and 'B') are being developed between the shadow LCA and LEP, with positive discussions involving the LEP Chair and the Chair of the Growth Management Board. These documents aim to capture the intent of the shadow LCA and LEP to work together. Both Edwin and Graham will be able to update the Board on these emerging documents.

Some early working principles include the need to adapt ways of working and not to seek change for change sake. Clearly, we do not want to create two separate sets of strategies and policies, but look for jointly adopted approaches, with opportunities to refresh the LEP's Strategic Economic Plan in the Autumn.

The key change for the LEP, in terms of accountability, is the transfer of TfL to the new LCA, which reflects the proposed scheme of governance, but there are no changes proposed in terms of LEP representation of the Board of TfL.

Graham Cowley  
Chair of the LEP Growth Deal Management Board

**Appendix A**

**CA and LEP – Schedule of Intent – July 16**

CA Theme	Policy	Strategy	Implementation	Transition issues
<b>Housing</b>	<p>CA: formulates and sets policy as part of wider Lancashire Plan</p> <p>LEP: input to policy formulation with focus on growth and productivity drivers</p>	<p>CA: defines strategy with input from LEP</p> <p>LEP: input from LEP reflecting prosperity strategy (SEP2) and market knowledge</p>	<p>CA: directs, manages and monitors programmes of investment where funding is via CA, liaising with LEP</p> <p>LEP: directs, manages and monitors programmes of investment where funding is via LEP, liaising with CA</p> <p>Note: Opportunities to strengthen joint relationships with HCA and public/private providers/developers</p>	
<b>Prosperity</b>	<p>CA: sets policy as part of wider Lancashire Plan</p> <p>LEP: defines realistic aspiration and formulates policy with focus on growth and productivity drivers</p>	<p>CA: signs-off "prosperity" strategies and growth bids; Leads on CA (and Mayoral) bids for funding with input from LEP</p> <p>LEP: leads on prosperity strategy development (SEP2, including investment strategy), with input from local authorities; leads on LEP bids for investment/funding</p>	<p>CA: directs, manages and monitors programmes of investment where funding is via CA, liaising with LEP</p> <p>LEP: directs, manages and monitors programmes of investment where funding is via LEP, liaising with CA</p> <p>Opportunity/requirement for shared scrutiny and performance management arrangements</p> <p>Note: potential for joint teams to strengthen capacity and capability</p>	<p>The LSEP is due for review in the autumn 2016.</p> <p>The review period will be an opportunity for the LSEP to be jointly developed and owned.</p> <p>Accountability for funds is a matter of fact.   In practice schemes are likely to have multiple funding streams and therefore the management and monitoring will need to be decided on a case by case basis.</p>

CA Theme	Policy	Strategy	Implementation	Transition issues
<b>Skills (and Employment)</b>	<p>CA: formulates and sets policy, in consultation with LEP, as part of the wider Lancashire Plan</p> <p>LEP: inputs to policy formulation</p>	<p>The CA and LEP will work together to hone the Existing Skills and Employment Strategy and identify priorities for intervention which will deliver the most value. This will also include early years, primary and secondary education where there are gaps in performance and consideration of wider interventions such as the 'work programme'.</p> <p>The shared aim of the CA/LEP will be to establish a Skills and Employment Board reconstituting the existing Board to bring wider representation from business, community, and providers at all levels.</p>	<p>CA: directs, manages and monitors programmes of investment where funding is via CA, liaising with LEP</p> <p>LEP: directs, manages and monitors programmes of investment where funding is via LEP, liaising with CA</p> <p>Note: potential for joint teams to strengthen capacity and capability</p>	<p>Again there is an opportunity for the CA to adopt the existing strategy as a joint and supported by a joint board.</p> <p>Agree potential for joint teams but also new work which might be more CA delivered</p>
<b>Transport</b>	<p>CA: formulates and sets policy through TfL, as part of wider Lancashire Plan</p> <p>LEP: input to policy formulation through 2 voting Members on TfL (note: retention of current LEP representation on TfL)</p>	<p>CA: transport strategy underpinned by prosperity strategy and wider Lancashire Plan, but signed off by TfL</p> <p>LEP: transport strategy driven by prosperity strategy, but signed off by TfL</p>	<p>CA: directs, manages and monitors programmes of investment where funding is via CA, liaising with LEP</p> <p>LEP: directs, manages and monitors programmes of investment where funding is via LEP, liaising with CA</p> <p>Note: potential for joint teams to strengthen capacity and capability</p>	<p>TfL has a direct relationship to the CA rather than the LEP although representation from the LEP remains unchanged.</p> <p>There is an undertaking within the CA to move to shared accountability and liability amongst all 14 authorities. Current TfL authorities using their best endeavours to make this change.</p>

CA Theme	Policy	Strategy	Implementation	Transition issues
				See above on accountabilities but the main thrust here is TFL board remains the same but its principal accountability is to the CA
<b>Governance</b>	<p>CA: formulates and sets CA governance and legal framework, with LEP consulted on current/future proposals</p> <p>LEP: LEP Chair a non-constituent member of the CA; LEP input to formulation of current/future CA governance and legal framework; agrees with CA the role and responsibilities of the LEP within new framework</p>	<p>CA: Leads on development of current and future Governance Reviews. Leads on CA schemes, orders, constitution and other legal instruments; Leads on all CA consultation and communications</p> <p>LEP: formal input to current and future developments of the CA governance and legal framework</p>	<p>CA: directs/manages CA governance and legal framework, and establishes scrutiny arrangements in consultation with LEP and other key stakeholders</p> <p>LEP: directs/manages LEP governance and legal framework; LEP modifies its Performance Committee and Assurance Framework in recognition of established CA and new scrutiny arrangements</p>	The CA will have an O&S function; audit and performance. There may be opportunities for shared structures and or programmes particularly with O&S.

**LEP AND SUB COMMITTEES**

<b><u>EXISTING</u></b>	<b><u>COMBINED AUTHORITY</u></b>
GROWTH DEAL MGT BOARD	For current programmes (1,2,3) no change. If there is a future round or similar funding pot a CA would want to have oversight of the process working with the LEP to agree the focus of any future growth fund or similar bids. (Unless Government provides non ring-fenced funds, the key criteria is usually nationally set and informed by agreed strategies) Bid development and on-going programme management would remain with the LEP.
ENTERPRISE ZONE GOV COMMITTEE	No change to current EZ arrangements. (Note: this Committee has oversight of three EZs and four sites, but no change proposed in this area).
PERFORMANCE COMMITTEE	No change. However, there may be a need to consider/link with required scrutiny arrangements for CA?
BUSINESS SUPPORT COMMITTEE	No change.
CITY DEAL	No proposal to change governance of the existing deal. However, future deals may have a direct relationship to the CA.
EMPLOYMENT AND SKILLS BOARD	Potential for this to be a Joint Committee of the LEP and CA with clear lines of accountability regarding the leadership and delivery of distinct elements of a shared strategy.
TRANSPORT FOR LANCASHIRE	Transfers to the CA. Maintains its current LEP representation. CA commits its best endeavours to move from 3 transport authorities to 1 with 15 members (all LAs) ; at which part the Chair of the LEP may acquire voting rights on TFL issues as decided in the CA. (Note: there may be a few legacy hand-over issues in relation to Growth Deal funded transport schemes).



## COMBINED AUTHORITY

LANCASHIRE PLAN				
An umbrella plan which sets out the priorities of the CA and identifies strategies and partners for delivery.				
Skills	Housing	Connected	Prosperous	Public Services
Lancashire Employment and Skills Strategy*	Co-ordinated/Joint Local Development Frameworks  SHMAs	Co-ordinated/Joint Local Development Frameworks  Transport Masterplans  Lancashire Strategic Transport Prospectus*	Co-ordinated/Joint Local Development Frameworks  Strategic Economic Plan*	STP  Community Safety Strategy  Domestic Violence Strategy  Early Intervention/Prevention Place  JSNA

\*shared CA/LEP Strategies (Give consideration to the strategic transport prospectus being a joint strategy, as its strength is the link between transport and growth priorities)





## **Lancashire Skills and Employment Board**

**Private and Confidential: No**

**Wednesday 27<sup>th</sup> July 2016**

### **ESIF Committee Nominee**

**Report Author:** Dr Michele Lawty-Jones, Director of the Lancashire Skills & Employment Hub, [michele.lawty-jones@lancashire.gov.uk](mailto:michele.lawty-jones@lancashire.gov.uk)

#### **Executive Summary**

Membership of the ESIF Partnership was discussed at the last committee meeting and Amanda Melton recommended that a colleague from Nelson and Colne College be nominated to attend in the event that she was unavailable to attend. It was agreed that, ideally, a member of the committee should attend if Amanda was unavailable. Committee members requested a copy of the ESIF Partnership Terms of Reference to consider the role.

The Terms of Reference for the ESIF Partnership are provided. Essentially the partnership oversees the prioritisation of ESIF funds in Lancashire and the effective implementation of the Lancashire programme. There is close working between the Skills and Employment Board, the Hub and the ESIF Partnership in relation to the prioritisation of the European Social Funds (ESF) and effective implementation of projects. Michele Lawty-Jones attends the ESIF Partnership as senior officer for skills and employment.

#### **Recommendation**

The Board are asked to invite, consider and approve a nominee to attend the ESIF Partnership as deputy for Amanda Melton.





**European Union**

European Structural  
and Investment Funds

# Terms of Reference for the Growth Programme Board's 2014-2020 Local Enterprise Partnership (LEP) Area European Structural and Investment (ESI) Funds Sub-Committees

July 2015



## European Union

European Structural  
and Investment Funds

### **Terms of Reference for the Growth Programme Board's 2014-2020 Local Enterprise Partnership (LEP) Area European Structural and Investment (ESI) Funds Sub-Committees**

#### ***The LEP Area ESI Funds Sub-Committee***

1. The Terms of Reference for LEP area ESI Funds sub-committees are described in the following sections:
  - A. Overview and governance context
  - B. Functions
  - C. Operating practice
  - D. Operating protocols
  - E. Membership

Annexes:

- A. Sustainable Urban Development
- B. Community Led Local Development
- C. Code of Conduct
- D. Declaration of Interest

#### **A. Overview and governance context**

2. The LEP area ESI Funds sub-committees will provide advice to the Managing Authorities throughout the cycle of programme implementation. This is described at project level on GOV.UK and the documents that describe the lifecycle of a project.
3. Local partner advice has played an important role in identifying local development needs set out in LEP area ESI Funds Strategies, which are reflected in Operational Programmes. Partners are close to the practical implementation and understand local needs and so will continue to play an important role in advising the Managing Authorities on local growth conditions throughout the 2014-2020 programme implementation period.
4. The 2014-2020 European Regional Development Fund (ERDF), European Social Fund (ESF) and part of the European Agricultural Fund for Rural Development (EAFRD) Operational Programmes have been aligned in England in an ESI Funds Growth Programme. The governance structure of the ESI Funds Growth Programme has been established to exploit a multi-fund approach and ensure that

the strong territorial basis of EU Cohesion policy is implemented in a way that best capitalises on national arrangements and local strengths. This governance model will therefore ensure that partners are effectively involved at national and local level.

5. A combined Programme Monitoring Committee (PMC), known as the Growth Programme Board (GPB) has therefore been set up, to maximise the synergies of the separate Funds in the ESI Funds Growth Programme. The GPB will be the PMC for the England ERDF and ESF Operational Programmes and will provide advice to the England PMC for the European Agricultural Fund for Rural Development.
6. The GPB will be supported by a sub-committee in each Local Enterprise Partnership (LEP) area for the ERDF and ESF Operational Programmes, which will report to the GPB through the Managing Authorities.
7. The LEP area ESI Funds sub-committees will not be sub-committees of the EAFRD PMC but will assist the EAFRD Managing Authority and the GPB by providing advice as set out in these Terms of Reference where those activities are relevant to EAFRD spend which is part of the ESI Funds Growth Programme. Where there are differences of detail in the arrangements or procedures for the EAFRD Growth Programme, these will be spelled out separately by the Department for Environment, Food & Rural Affairs (Defra) to LEP area ESI Funds sub-committees with a rural interest.
8. These local sub-committees will be known as LEP area ESI Funds sub-committees. The territory of each LEP area ESI Funds sub-committee will be denoted by a geographic prefix, for example the 'Humber LEP area ESI Funds sub-committee'. In Cornwall and the Isles of Scilly, the LEP area ESI Funds sub-committee will be known as the 'Cornwall and Isles of Scilly ITI Board'.
9. The LEP area ESI Funds sub-committees will support the GPB's role in considering overall Operational Programme performance by specifically looking at and advising on the local, on-the-ground implementation of it, via project calls, applications and ongoing implementation.
10. Where local implementation issues require escalation, this will be organised through the Managing Authorities who will submit the advice of affected LEP area ESI Funds sub-committees to the GPB/relevant GPB sub-committee via the GPB Secretariat.
11. LEP area ESI Funds sub-committees will advise the GPB on Major Projects following which the GPB will review and provide advice to the Managing Authorities on them.
12. Local promotion of ESI Funds and their impact will be a priority for the LEP area ESI Funds sub-committee, as will local leadership of this amongst partners.

13. Each LEP area ESI Funds sub-committee will be therefore chaired by a local partner who, along with other members drawn from business, public, environmental, voluntary and civil society sectors, will be advocates for the opportunities and impact of the ESI Funds. Membership will be inclusive and in line with EU regulations and the wide scope of ESI Funds priorities.
14. The Department for Communities and Local Government (DCLG), as the local lead Managing Authority, will be the Deputy Chair of the local LEP area ESI Funds Committee, except in London where the Greater London Authority (GLA) will be designated as an Intermediate Body for the ERDF and ESF programmes.

## **B. Functions of LEP area ESI Funds sub-committees**

15. The LEP area ESI Funds sub-committees will have the following functions:
16. Provide advice to the Managing Authorities on local development needs and opportunities to inform any changes to Operational Programmes and ESI Funds Strategies.
17. Work with sectors and organisations they represent so that they engage with and understand the opportunities provided by the ESI Funds to support Operational Programme objectives and local economic growth.
18. Promote active participation amongst local economic, environmental and social partners to help bring forward activities which meet local needs in line with the Operational Programmes and local ESI Funds Strategies.
19. Provide practical advice and information to the Managing Authorities to assist in the preparation of local planning that contributes towards Operational Programmes priorities and targets.
20. Similarly, provide local intelligence to the Managing Authorities in the development of project calls decided by the Managing Authorities that reflect Operational Programmes and local development needs as well as public and private sector match funding opportunities.
21. Provide advice on local economic growth conditions and opportunities within the context of Operational Programmes and the local ESI Funds Strategy, as well as complementarity with interventions funded through other public and private sector funding, to aid the Managing Authorities' assessment of applications at outline and full application stage, as set out in Section C.
22. Contribute advice, local knowledge and understanding to the Managing Authorities to aid good delivery against spend, milestones, cross-cutting themes, outputs and results set out in the Operational Programmes and local ESI Funds strategies.
23. Having regard to the Managing Authority's statutory duties under the Equalities Act



2010, provide information advice and local knowledge regarding the likely and actual impact of ESI Funds strategies and plans on persons with the protected characteristics and advice on mitigating measures where adverse impacts are identified.

### **C. Operating practice of the LEP area ESI Funds sub-committee**

24. As set out on GOV.UK in documents that describe the lifecycle of a project, there are two routes into the programme, via an open project call or, for the European Social Fund only, through a co-financing organisation, so-called Opt-ins.

25. The LEP area ESI Funds sub-committee will have a role in each of these routes as detailed below:

Operating practice – open project calls:

26. For the open call route, Managing Authorities will draw up project call specifications and will be aided with intelligence on local development needs provided by local LEP area ESI Funds sub-committees. This will help to inform which Priority Axes and Investment Priorities calls focus on, the level of financial resources, any geographic focus and the timing of such calls.

27. Minuted oral advice provided by the LEP area ESI Funds sub-committees on specific local development needs will also be considered by the Managing Authorities and reflected as appropriate as part of the project call information that will be published on GOV.UK. The Managing Authorities will be responsible for developing and finalising the Project Calls and publishing them on GOV.UK.

28. Minuted oral advice provided by LEP area ESI Funds sub-committees on project calls will be within the context of relevant Operational Programmes, ESI Funds Strategies and other relevant factors, such as applicable policy initiatives and match funding opportunities that are/become available over the programme period.

Operating practice – ESF Opt-in organisations:

29. LEP area ESI Funds sub-committees will provide minuted oral advice to the ESF Opt-in organisations on local employment, skills and social inclusion needs and opportunities to be considered in the development of the Opt-in organisations' full applications to the Managing Authority for ESF.

30. The purpose of such advice will be to assist Opt-in organisations in developing proposals for provisions that are locally appropriate, within the context of the ESF Operational Programme and ESI Funds Strategy.

Outline and full applications

31. Applications will be received by the Managing Authorities from potential

beneficiaries, at outline and full application stages.

32. The Managing Authorities will assess such applications against the Project Selection Criteria that have been agreed by the respective PMC.
33. The Managing Authorities will provide an assessment report for each application. This report will provide a synopsis of the project (which will be repeated verbatim from the application) and outputs, results and financial data. Once this report has been completed by the Managing Authority, it will be circulated to the relevant LEP areas ESI Funds sub-committee(s).
34. The LEP area ESI Funds sub-committee will provide minuted oral advice to aid the assessment of the Managing Authorities. The advice provided by partners will be in relation to the extent to which the proposed activity meets local strategic needs.

#### Ongoing implementation

35. EU Regulations state that the Programming Monitoring Committee shall review implementation of the programme to which it relates and progress towards meeting its objectives, and shall examine all issues that affect Operational Programme performance. The LEP area ESI Funds sub-committees will do this at local level and will provide minuted advice, local knowledge and understanding to support the Managing Authorities throughout the implementation of the 2014-2020 ESI Funds Operational Programmes.
36. Operational Programmes deliver their programme strategies through a series of Priority Axes, Investments Priorities and associated results and outputs, and financial targets. These in turn reflect local development needs set out in ESI Funds Strategies, on which basis financial resources have been targeted, through notional allocations in each LEP area.
37. Each LEP area therefore has an important role to play in contributing to the implementation of Operational Programmes. The advice of partners on LEP area ESI Funds sub-committees will be important to assist the Managing Authorities in considering progress against spend, milestones, cross-cutting themes, outputs and results set out in Operational Programmes and local ESI Funds Strategies.
38. The Managing Authorities will provide each LEP area ESI Funds sub-committee with quarterly implementation reports and risk registers that set out progress in its area against Operational Programme and ESI Funds Strategy specific objectives and targets. These reports will be provided in a common format and will also be used to inform reports to the GPB, on national and local implementation.
39. Specific reports may be provided by the Managing Authorities on particular initiatives or projects as relevant to LEP areas, such as for Community Led Local Development or Financial Instruments. The LEP area ESI Funds sub-committee will provide advice to the Managing Authorities in such cases, including on measures to be considered to support strong performance and effective

implementation.

40. LEP area ESI Funds sub-committees will also provide advice to the Managing Authorities on programme evaluation, including Managing Authority preparations for the conduct of a mid-term review, in line with the national Evaluation Strategy.
41. To support the objective set out in the Partnership Agreement and Operational Programmes for the ESI Funds to be developed and delivered in complementarity with other each other and with other European programmes, partners will provide advice to the Managing Authorities on approaches which exploit these synergies.
42. Collaboration is key to driving economic growth regardless of administrative boundaries, so the LEP area ESI Fund sub-committee will also be a forum for members to identify opportunities for delivering activity in collaboration with other areas in England as appropriate and advise the Managing Authority on an ongoing basis.
43. In all of its activities the role of LEP area ESI Funds sub-committees will not substitute for or take on the tasks and functions of the Managing Authorities,

#### **D. LEP area ESI Funds sub-committee operating protocols**

44. Meetings will be normally held on a quarterly basis.
45. Full use will be made of smart technology to support meetings and attendance.
46. Meeting dates for each calendar year will be provided in advance.
47. Papers will be electronically circulated by the Managing Authorities, normally five working days in advance of a meeting.
48. Any questions/comments on the agenda, papers or programme implementation should be addressed through the Managing Authority Secretariat.
49. The Managing Authorities may, where necessary, circulate papers or proposals to members via the Secretariat for advice by written procedures after consultation with the chair, with two weeks allowed for comment, unless exceptional circumstances dictate otherwise. The Secretariat will maintain a record of advice provided under written procedures.
50. After consulting the chair on draft meeting minutes, these will normally be circulated by the Secretariat within 10 working days of meetings. Final minutes of meetings held once ERDF and ESF Operational Programmes have been adopted will be published on GOV.UK
51. Members should be able to attend regularly and be able to devote necessary time to any preparatory work. Members should not send a substitute unless this has

been agreed in advance by the Managing Authority in consultation with the chair; it is suggested that all members should nominate a deputy for this purpose.

Members missing more than 50% of meetings in a twelve month period or three meetings in a row may be asked to step down by the Managing Authorities in its role as Secretariat, after consultation with the Chair.

52. The organisation that the member represents shall be responsible for reimbursing any reasonable expenses incurred in attending meetings of the LEP area ESIF sub-committee by that member.

#### Managing conflicts of interest

- 55 The Managing Authorities will be responsible for ensuring that partner roles and responsibilities are clearly set out at all levels and that conflicts of interest are avoided.
- 56 To ensure that this is compliantly managed and that appropriate standards are maintained, LEP area ESI Funds sub-committee members will be required to sign an undertaking to abide by 'Seven Principles of Public Life', known as the 'Nolan Principles'<sup>1</sup> (see Annex C).
- 57 The Managing Authorities will establish a "declarations of interest" register which will be updated at each meeting (See Annex D).
- 58 The Managing Authority will be responsible for maintaining and monitoring the register and its application at each meeting.
- 59 Members must declare an interest in any agenda items at the start of each meeting and must not participate in discussions about either the development of project call specifications that are limited in scope/relate to a project in which they have an interest; or outline and full project applications that have been submitted by them or organisations for which they work/ by whom they are employed/that they represent.
- 60 Similar conditions relating to confidentiality, data protection and compliance with freedom of information requirements will apply to the proceedings of the Committee as to the members of the PMC.

#### The Secretariat

- 61 The Secretariat function will be provided by the Managing Authorities. All matters regarding the setting up of meetings, the drawing up of agendas and papers, membership and attendance should be referred to the local Managing Authorities. The DCLG Growth Delivery Team (GDT) will be the Secretariat in each LEP area.
- 62 DCLG as the local lead Managing Authority will provide the Deputy Chair of LEP

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<sup>1</sup> <https://www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life--2>

area ESI Funds sub-committees and will act as chair in the absence of the nominated partner Chair. The Secretariat will:

- 63 Be the Secretariat for LEP area ESI Funds sub-committees.
- 64 Schedule and manage meeting dates, venues, minute taking, record advice and collate and circulate papers, working closely with the Committee and the Chair.
- 65 Take the minutes of meetings and circulate them within 10 working days of meetings or exceptionally within a longer timescale and publish agreed minutes on GOV.UK.
- 66 Provide Management Information reports on behalf of the different Managing Authorities in a standard format that will be used to contribute to GPB reports.
- 67 Support the Chair, Committee and DCLG Managing Authority (in its role as Chair or Deputy Chair) in communicating progress and feeding in to national processes as appropriate.
- 68 Support communication between the GPB and the LEP Area ESI Funds sub-committees via the GPB Secretariat.

## **E. Membership**

- 69 The composition of the LEP area ESI Funds sub-committee will reflect the priorities of the Operational Programmes that apply in each LEP area and the supporting local ESIF strategy and reflect as far as possible the breadth of partners specified in Article 5 of the Common Provisions Regulations and the EU Code of Conduct on Partnership.
- 70 The Managing Authorities will be responsible for ensuring the membership is compliant with regard to these requirements. In putting together the LEP area ESI Funds sub-committee, Managing Authorities will have due regard to the Public Sector Equality Duty, taking account of the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations between people with and without a protected characteristic.
- 71 Partners to be represented are set out below.
  - Partners Chair
  - Managing Authority Deputy Chair <sup>2</sup>
  - Local Enterprise Partnership
  - Local Authority
  - Business partners (including small businesses and social enterprise as appropriate to the local area)

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<sup>2</sup> The Greater London Authority will carry out this role in London

- Voluntary & Community Sector
- Environment (with relevant expertise in e.g. sustainable development)
- Trade Union and employer representation (as appropriate)
- Equality and diversity representation
- Higher Education
- Education, skills & employment
- SUD city region groupings where appropriate to the local area
- Rural (where appropriate)
- CLLD Local Action Group(s) where appropriate to the local area
- Managing Authorities for each of the ESI Funds and BIS local
- Others as needed by the LEP area ESI Funds sub-committee

72 Each partner above should ideally be represented with a separate individual to minimise potential conflicts of interest. Members may represent more than one grouping in agreement with the Managing Authority.

73 Membership should be proportionate and not give undue weight to any one sector.

74 The partner Chair and Managing Authority Deputy Chair will be additional seats on the LEP area ESI Funds sub-committee.

75 Members need to be clear about who they are representing and how. All partners selected should be representative of their sector and/or relevant stakeholders and able to demonstrate accountability to their constituencies.

76 Membership will be for a three year term. The Managing Authorities will review LEP area ESI Funds sub-committee membership in 2017 to ensure its composition remains relevant to investments still to come forward through the Programmes. Where members leave before that time, representatives will be sought again by the Managing Authorities from the sector/organisation they are representing. Membership will also be refreshed as needed to reflect any changes in relevant EU and national regulations and policy.

77 By agreement with the Managing Authority there will be scope to invite expert guidance to specific meetings to assist consideration of a specialist proposal.

78 DCLG as the lead Managing Authority and the Deputy Chair will be responsible for ensuring that the other Managing Authorities are consulted and have agreed papers as appropriate where these affect the administration of the different ESI Funds.

*Subsequent amendments to these Terms of Reference will be discussed and agreed in advance by the England ESI Funds Growth Programme Board*

## **Annex A**

### **Sustainable Urban Development**

1. London and appropriate bodies within England's Core Cities/Core City Regions will be designated as urban authorities under the Sustainable Urban Development initiative (SUD).
2. Specific governance arrangements will apply for Sustainable Urban Development (SUD) outside London.
3. Each designated Urban Authority will be responsible for establishing a SUD Advisory committee. This committee will perform functions that are analogous to those of the LEP area ESI Funds sub-committees in respect of the advice they provide to the Managing Authorities for the mainstream ESI Funds. The SUD Advisory committees will provide advice on local economic growth conditions and opportunities within the context of Operational Programmes and the SUD Strategy to aid the designated Urban Authority's assessment within the terms of the Intermediate Body arrangements agreed by the Managing Authority.
4. Membership of this Advisory Committee will reflect the Priority Axes and range of interests covered by the SUD Strategy.

## **Annex B**

### **Community Led Local Development**

1. The Managing Authority will seek proposals for Local Development Strategies that implement Community Led Local Development (CLLD) in conformity with the strategy and selection criteria set out in ERDF and ESF Operational Programmes.
2. The lead partner/agreed body for each Local Action Group will have the following responsibilities which will conform to CPR Article 34:
  - Set up a Local Action Group that represents the community interests of a proposed Local Development Strategy with a minimum 50% non-public body partners and select a lead partner/agreed body;
  - Prepare and submit a Local Development Strategy to the Managing Authority;
  - Draw up selection procedures and criteria;
  - Prepare and publish calls for proposals;
  - Assess applications which the Local Action Group will consider and select according to those operations that best contribute to the Local Development Strategy and are compliant with EU regulations.
  - Preparatory support will be made available, including through technical assistance if appropriate.



## **Annex C**

### **Code of Conduct**

All GPB sub-Committee members are required to:

- **consider** the terms of this Code of Conduct;
- take appropriate action to avoid any conflict of interests; and
- **sign and return** this Code of Conduct and a register of interests.

### **Conduct**

Committee members agree to act in accordance with the 'Seven Principles of Public Life', known as the Nolan Principles:

#### **1. Selflessness**

Holders of public office should act solely in terms of the public interest.

#### **2. Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

#### **3. Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

#### **4. Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

#### **5. Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

#### **6. Honesty**

Holders of public office should be truthful.

#### **7. Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

**Breach of this Code**

Each member’s participation in the business of the Committee is subject to compliance with the terms of this Code of Conduct and any breach may result in a requirement to step down from the Committee, as determined by the Managing Authority in discussion with the Chair and following a reasonable inquiry into the matter.

**Agreement**

I confirm that I have read the Code of Conduct and will abide by its principles and provisions

Signed.....

Date.....

Name .....

Representing.....  
(Name of organisation and sector)

**Annex D**

**GPB SUB-COMMITTEES 2014-2020**

**DECLARATION OF INTEREST**

GPB sub-committee members will use the following form to register any organisational and/or personal interests of his or her own or immediate family<sup>3</sup>, which might be seen as creating a possible conflict of interest with their position on the sub-committee with regard to the functions set out in its Terms of Reference. The purpose of this form is to ensure transparency and to identify and manage any potential conflicting interests at an appropriate stage of the process.

<b>Name of Sub-Committee Member</b>	
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<b>Name of Body</b>	<b>Nature of involvement or interest</b> (i.e. employee, proprietor, director, board member, member, trustee, chairperson)

<b>Print Name:</b>	
<b>Signed:</b>	
<b>Date:</b>	

<sup>3</sup> For the purposes of this form immediate family means spouse, or civil or other domestic partner, or child living at home

