



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

**Wednesday, 7th September, 2016 in Cabinet Room D - The Henry Bolingbroke Room, County Hall, Preston at 8.00 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 27th July 2016. (Pages 1 - 8)**
- 4. Matters Arising**
- 5. Apprenticeship Growth Plan (Pages 9 - 18)**
- 6. Area Based Review - Progress Update and Skills Conclusion. (Pages 19 - 64)**
- 7. Communications Plan. (Pages 65 - 68)**
- 8. European Structural and Investment Fund (ESIF). (Oral report)**
- 9. Combined Authority/Devolution Deal (Oral report)**
- 10. Annual Review of the Lancashire Skills and Employment Hub. (Pages 69 - 78)**
- 11. Items to be reported to the Lancashire Enterprise Partnership Board.**
  - Identification and agreement of any recommendations for consideration/approval by the LEP Board.
  - Identification and agreement of issues for inclusion in the feedback report for the LEP Board.

**12. Any Other Business**

**13. Date of Next Meeting**

The next scheduled meeting will be held at 8.30am on the 17<sup>th</sup> October 2016 at Blackpool and The Fylde College, Fleetwood Nautical Campus, Broadwater, Fleetwood, FY7 8JZ.

Key Contact: Lisa Moizer, Lancashire Skills Hub, 07825 996 447  
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## LEP - Lancashire Skills and Employment Board

**Minutes of the Meeting held on Wednesday, 27th July, 2016 at 8.30 am at the Training 2000 Limited, Room 5, Hutchinson Building, Furthergate Business Park, Harwood Street, Blackburn,**

### Present:

Amanda Melton (Chair)

Lindsay Campbell  
Steve Gray  
Graham Haworth  
Paul Holme

Lynne Livesey  
Joanne Pickering  
Bev Robinson  
Andy Wood

### Observers

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

### Also in Attendance

Dr Michele Lawty-Jones - Skills Hub Director.  
Lisa Moizer - Coordinator, Lancashire Skills Hub.  
Sharon Montgomerie, Democratic Services, Lancashire County Council.  
Joan Costello Smith – Preston College  
Kay Vaughan, Enterprise Coordinator, the Lancashire Enterprise Adviser Network.

#### 1. Welcome and Apologies for Absence

The Chair welcomed everyone to the meeting. Apologies were presented on behalf of Mark Allanson.

#### 2. Declarations of Interest

No formal declarations were made under this item.

#### 3. Minutes of the meeting held on the 15th June 2016.

**Resolved:** That the Minutes of the meeting held on the 15<sup>th</sup> June, 2016, are confirmed as an accurate record and signed by the Chair.

#### 4. **Matters Arising**

Michele Lawty-Jones reported that she had met with Governor Services at Lancashire County Council and would be producing an article for their Newsletter about Lancashire Labour Market Information and inviting school Governors to a number of workshops.

#### 5. **European Social Fund targeting young people at risk of and NEET.**

##### a) **Steering Group and Strategic Partnerships**

Michele Lawty-Jones informed the meeting that delivery had commenced on the Skills Funding Agency European Social Fund opt-in project for young people at risk of and NEET. The successful consortium consisted of Lancashire Colleges, private sector providers and a range of Lancashire based third sector organisations with Preston College acting as the Lead Accountable Body (LAB).

Joan Costello Smith from Preston's College was welcomed to the meeting as its representative and reported that as part of the capacity building fund, a former employee of the Learning and Skills Council and Blackburn with Darwen Council had been appointed as Strategic Partnerships Manager and would be deployed to the Skills and Employment Hub.

Michele also advised that the Building Better Opportunities Big Lottery opt in project was due to commence in September. The overarching steering group for both projects had met and the Board was asked to approve the draft Terms of Reference as set out in the report.

**Resolved:** That the Terms of Reference of the Lancashire Youth Steering Group, as set out in the report presented, is approved.

##### b) **Lancashire Moving On Project**

Joan Costello Smith reported that the collaborative project would run until March 2018 and was aimed at positively impacting on a minimum of 2,539 young people in Lancashire who are NEET or at risk of becoming NEET.

She informed the meeting that Preston's College had subcontracted to 23 providers and that contracts were in place for them all. All paper and electronic systems were in place and it was expected that there would be no problems with data transfer. Joan advised that one ILR had been completed already, even though there were no starts yet, and emphasised that the project was paid on deliverables and outcomes and drew attention to the breakdown set out in the report (page 14).

She added that the original profiles from partners showed an over commitment and one of the ways of dealing with that was to only contract in phases, the first being until July 2017.

In the future reports would be created by the LAB working with the Lancashire Employment and Skills Executive Partnership (LESEP) and would be presented

initially to the Youth Steering Group before being reported to the Skills and Employment Board and the ESIF Committee. Bev Robinson sought clarity around the rules regarding subcontracting and whether there were measures in place to ensure that monies remained in Lancashire and Joan confirmed that they would as the project would only support Lancashire Learners.

A query was also raised about management fees and what percentage of that would be returned by LESEP and Preston College in order to provide capacity building.

Steve Gray asked who would be independently scrutinising and overseeing Preston College and Michele drew attention to the fact that the College had to periodically report to the Youth Steering Group and the Skills and Employment Board who would provide scrutiny.

The Chair highlighted that as the new Strategic Partnerships Manager would be seconded to the Hub and report to the Steering Group they would provide scrutiny outside of Preston's College's own management. Joan added that LESEP would perform a similar function and Michele added that the Skills Funding Agency also had a monitoring role for the project.

However, the point was made that as Preston's College would be the legal employer for the Strategic Partnerships Manager the role understandably could not be considered to be a wholly neutral or independent one. Given the concerns expressed around effective independent scrutiny of the project, and with the agreement of the Chair, it was agreed that a diagram would be presented to a future meeting of the Board on how governance can be assured.

Steve Gray added that the Steering Group needed to put systems in place to track leavers and record where they go to, particularly if it was beyond education. Graham Haworth also asked that any monitoring report should detail what mitigation and action was being taken where project partners fall behind.

**Resolved:**

1. That the over commitment model adopted in line with an early bid for growth be noted,
2. That the initial reporting outline be noted,
3. That the Capacity Building Plan outline be approved, and
4. That a report be presented to a future meeting of the Board on how effective governance can be assured.

**6. Update from the Lancashire Skills and Employment Hub**

Michele Lawty-Jones reported that the City Deal Information Advice and Guidance Taskforce had hosted a stand at the UCLan Science Fair. The stand had been a great success with many young people engaging with the Lego bridge building exercise. It was estimated that 660 young people and 70 schools had engaged with the stand during the 3 day Fair. Thanks were given to Lisa Moizer for co-ordinating partners at the stand and to Joanne Pickering for enabling the Hub to present at the Lancashire HR Forum.

Large copies of the diagram, Lancashire European Social Fund 2014-2016, which appeared in the report (page 26) were circulated at the meeting and Michele took the Board through the various projects contained within it. It was noted that dates for the evaluation panels for the two SFA projects not currently contracted were awaited.

It was reported that at the last ESIF Committee the implications of Brexit had been discussed. No formal position had been received from the Department for Work and Pensions though indications suggested that projects were likely to continue in line with the timeline of the Exit Programme. It was noted that clarity on the situation was awaited and further information would be shared with the Committee in due course.

The Board was informed that Sean McGrath at the County Council had started to look at the implications in relation to ERDF and ESF funding and would give a presentation to the next ESIF Committee. The Chair suggested that the Skills and Employment Board should request to also have sight of his findings.

**Resolved:**

1. That the report is noted, and
2. A request be made that a copy of the report currently being prepared by Sean McGrath for the next ESIF Committee to also be made available to the Lancashire Skills and Employment Board.

**7. Presentation on the Lancashire Enterprise Adviser Network**

The Chair welcomed Kay Vaughan, Enterprise Coordinator, who had been asked to attend to give a presentation on the Lancashire Enterprise Adviser Network, a copy of which is set out in the Minute Book.

During her presentation Kay informed the Board that the data suggested that young people in years 7–11 who had 4 or 5 good interactions with businesses during their time in high school, reduced the likelihood of them becoming NEET by 40% and increased their income earning potential by 16-18%.

The Chair thanked Kay for an informative presentation and for her work in developing a successful project in such a short space of time.

**Resolved:** That the contents of the presentation are noted.

**8. Area Based Review - Update from the Working Group**

Michele Lawty-Jones presented her report and advised that the Lancashire Area Based Review Working Group had met on Friday 8<sup>th</sup> July 2016 and that a copy of the Minutes from that meeting was set out in the report.

**Resolved:**

1. That the West Lancashire College be invited to be a member of the Steering Group to provide the full picture of provision in Lancashire.
2. That the Executive Director, Robin Newton-Syms of The Lancashire Colleges Group be invited to be a member of the Steering Group, and
3. That Paul Holme represent the Skills and Employment Board at the Steering Group, along with Dr Michele Lawty-Jones as senior officer.

**9. Draft Apprenticeship Growth Plan**

Lisa Moizer, Coordinator of the Lancashire Skills and Employment Hub, presented her report which included the initial draft of the Apprenticeship Growth Plan 2016, which when completed would set out the benefits of apprenticeships to Lancashire, both to people and businesses, alongside unprecedented reforms to apprenticeships which had led to the creation of a growth plan for Lancashire.

The Chair thanked Lisa for the report and expressed the opinion that the Growth Plan was still very much a draft and she considered it required more work. Bev Robinson added she felt that the draft was embryonic in terms of its development.

Lisa reported that she would appreciate detailed feedback in order to ensure that the ambitions for Lancashire were well documented and represented in the Plan. She asked members of the Board to consider what would be an ambitious target for Lancashire and include that in any feedback, which could be emailed to her after the meeting, ideally by the end of the week commencing 1<sup>st</sup> August 2016. Lisa advised that she hoped to report back on the feedback received at the next meeting in September.

Steve Gray sought clarification about how the employer voice would be assured in this process. Dean Langton suggested there may be a role here for Vision Boards in Lancashire (private sector led groups, normally one per district committed to development in the area). Dean went on to express his disappointment about apprenticeships being absent in existing plans for devolution elsewhere in the Country and wondered whether there might be merit in having District Council representation and perspective, in order to bring the issue to the fore. These suggestions were welcomed by the Board.

**Resolved:**

1. That members of the Board send any feedback regarding the draft Apprenticeship Growth Plan, 2016, to Lisa Moizer ahead of the 1<sup>st</sup> August 2016.
2. That the draft Growth Plan be shared with partners for their input.
3. That an updated version of the draft Growth Plan be presented to the next meeting for further consideration.

4. That a final version of the draft Growth Plan, once approved by the Committee, be submitted to the LEP Board for their endorsement, buy in and approval before December 2016.

## 10. City Deal Metrics

Michele Lawty-Jones presented a report seeking the views of the Committee on the draft metrics and set of objectives which would feed into the overarching City Deal business plan to be considered by the City Deal Executive and Stewardship Board at the end of August.

She reported that job outcomes had to be reported to government, and a commitment of 20,000 jobs had been made over a ten year period within the City Deal Area. A comment was made that it would be helpful in terms of committed job outcomes to take into account the impact of austerity.

Bev Robinson reminded the Committee that the partner list was narrow because it was based upon geography (as defined by the City Deal area), and not upon expertise. In providing feedback the following points were made by members of the Committee:

- Apprenticeship targets needed to take into account the impact of the apprenticeship levy, which may reduce affordability for employers and therefore the attractiveness of apprenticeships. The limitations and assumptions section needed to contain information which takes this into account.
- It may be helpful in the current financial climate to re-frame what constitutes a successful outcome, for example a successful outcome might be an employer sustaining and protecting existing jobs rather than creating new ones.
- Whilst City Deal is about job creation, it should also be about safeguarding jobs for the future.

**Resolved:** That the comments of the Committee as set out above are noted and taken into consideration when developing the overarching City Deal business plan to be considered by the City Deal Executive and Stewardship Board at the end of August.

## 11. Policy Update (incorporating the Post 16 Skills Plan)

Michelle presented a report in relation to the Post 16 Skills Plan White Paper and how the Government intended to introduce 15 new technical education routes to replace the current post 16 classroom based vocational offer.

In addition Paul Holme provided an overview and insight into various changes being introduced by Government in relation to policy and funding which the Committee considered in the light of the result of the Referendum result for the UK to leave the European Union.



- Apprenticeship Reform and the introduction of the Apprenticeship Levy from April 2017
- Adult Education Budget and reductions expected within the next two years
- FE Loans
- Medium and Longer Term Reform of Vocational Education and the Post 16 Skills Plan

**Resolved:** That the report be noted.

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

Dean Langton provided a verbal update and reported he had attended the meeting which took place on 11<sup>th</sup> July 2016. He advised that the application to the Department for Communities and Local Government (DCLG) had been submitted and it was now proposed that the Combined Authority would come into existence in April 2017.

Dean advised that work on the Devolution Deal had slowed and the development of a Lancashire Plan would take place around the five themes. The Committee considered how the Combined Authority and the LEP proposed to work together and Michele Lawty-Jones suggested that the Committee would need to consider how it might need to adapt in the future to take account of that relationship.

**Resolved:** That the report be noted, and the appointment of Member Leads within the Combined Authority be discussed at the next meeting.

## **13. ESIF Committee representation.**

The Committee considered the Terms of Reference of the ESIF Partnership and the role of the Chair who was the current nominee on the Partnership.

**Resolved:** That Paul Holme attend future meetings of the ESIF Partnership as the Lancashire Skills and Employment Board representative if the Chair is unavailable.

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

The Chair advised that Paul Holme's appointment would be reported at the next meeting of the LEP Board and the role of the Enterprise Advisors would also be highlighted.

## **15. Any Other Business**

The Board was advised of a celebration event taking place in relation to the Enterprise Adviser Network on 13<sup>th</sup> September 2016 at the Dunkenhalgh Hotel where Claudia Harris, CEO of the Careers Enterprise Company, would be a guest speaker and Edwin Booth would introduce the event.

**16. Date of Next Meeting**

It was noted that the next meeting of the Committee would take place 8.00am on Wednesday 7th September 2016 in Cabinet Room 'D' – the Henry Bolingbroke Room at County Hall, Preston.



## **Lancashire Skills and Employment Board**

**Private and Confidential: No**

**Wednesday 7<sup>th</sup> September 2016**

## **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 the Committee

### **Recommendations**

1. The Committee is asked to review and comment on the draft Apprenticeship Growth Plan, considering the questions in the paper and the options for the growth target.
2. The Committee is asked to agree the recommendation that the draft Apprenticeship Growth Plan is shared with partners for their consultation and buy in.

## **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 has 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.

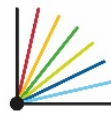
- 1.2 The first draft of the Apprenticeship Growth Plan was presented to the Board at the meeting on 27<sup>th</sup> July 2016.
- 1.3 Board members were asked to send comments to Lisa regarding the plan outside the meeting. Thanks go to the members that gave their feedback to the Hub.
- 1.4 Taking on board the comments received a second draft has been created, a copy of which is attached as Appendix A.

## **2. Growth Target**

- 2.1 The Government target of 3 million has been the simple instrument used to determine growth target options 1 and 2. Option 1 while in line with Government targets is unrealistic. Option 2 sets out incremental growth while still aligning Lancashire with Government targets that are challenging but achievable and is therefore the recommended option.
- 2.2 The Committee is asked to consider the following questions:
  - Irrespective of the Government target, what level of apprenticeship growth is needed for the Lancashire economy?
  - Lancashire made a 3.37% contribution to the national number of apprenticeship starts in the last parliament. Will the % of levy drawn down by Lancashire businesses reflect this? Or will the number of levy paying businesses in Lancashire impact on our ability to achieve the same contribution in this parliament?
  - Should these caveats be made explicitly in the growth plan?
  - Is a more nuanced target required, breaking the total down by apprenticeships in certain sectors and/or levels? If so, how will we determine the breakdown?

## **3. Next Steps**

- 3.1 The Committee is asked to review and comment on the draft apprenticeship growth plan, considering the questions in the paper and the options for the growth target.
- 3.2 The Committee is asked to agree the recommendation that the draft apprenticeship growth plan is shared with partners for their consultation and buy in.
- 3.3 The intention is to make the final document visual using pictures and infographics after it has been consulted on by partners.



## **Draft Lancashire Apprenticeship Growth Plan**

### **Introduction**

The purpose of the Apprenticeship Growth Plan is to make the apprenticeship system work for Lancashire, encompassing Lancashire County Council, Blackpool Borough Council and Blackburn with Darwen Borough Council, so that there is an increase in the number of quality apprenticeships offered by Lancashire employers and an increase in the number of Lancashire residents that take them up.

The Growth Plan provides a strategic plan for investment and collaboration in apprenticeship activities and initiatives in Lancashire to achieve Lancashire's aims of apprenticeship growth by utilising apprenticeship reforms to the advantage of individuals, employers, apprenticeship providers and all other relevant stakeholders across Lancashire.

The Apprenticeship Growth Plan identifies key priorities and actions that should be addressed to meet our growth target, local needs and opportunities. It covers issues of traineeships and low level apprenticeships; technical skills gaps and skills shortages; and high level apprenticeships, including degree apprenticeships.

### **What do we want to accomplish?**

**Our aim – INSERT OPTION – see details of the two options below in the section entitled Lancashire.**

### **Nationally**

In the last parliament 2010/11 to 2014/15 there were 2.4 million apprenticeships starts. The Government has set itself an ambition growth target to increase the number of starts from 2.4 million to 3 million, which is 25% growth in apprenticeships in this parliament (2015-2020).

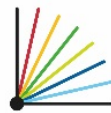
To achieve this target the Government have set out a number of substantial reforms which are fundamentally transforming the Apprenticeship system. In December 2015 the Government published: English apprenticeships: our 2020 vision\*, with the aim of implementing reforms to 'boost the benefits of apprenticeships even further'.

In spring of 2017 they are introducing the Apprenticeship Levy for all employers with a pay bill over £3 million. The reforms also include: Employer-designed standards, expansion of higher level and degree apprenticeships, a new funding model and a public sector apprenticeship growth target.\*

\*NB Links to relevant Government documents

### **Lancashire**

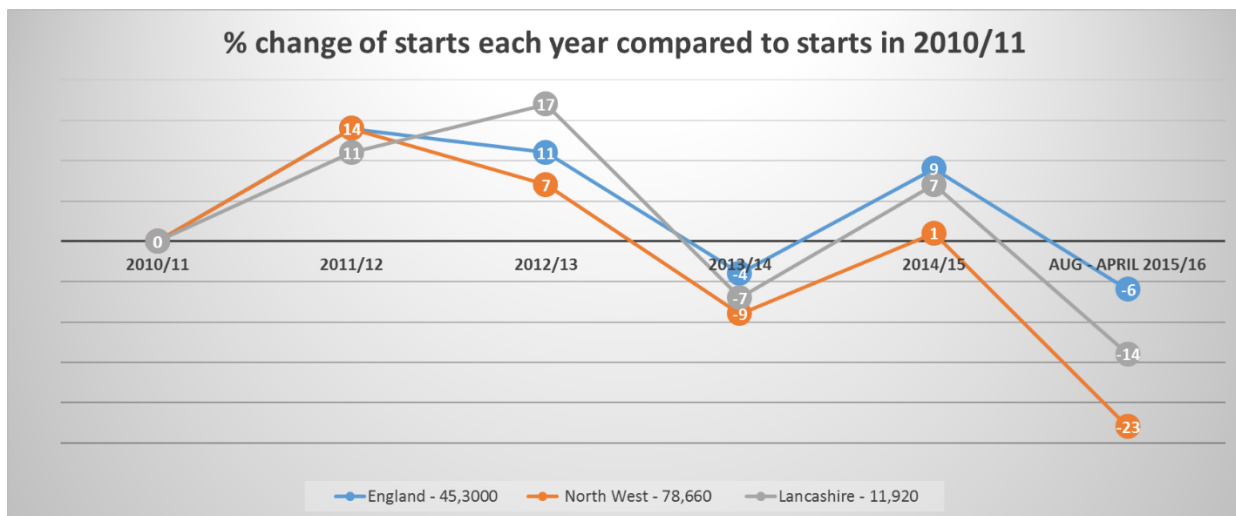
Lancashire delivered 81,010 apprenticeships starts from 2010/11 to 2014/15. On average Lancashire made a 3.37% contribution to the 2.4 million national apprenticeship starts over these 5 years. The figures published 2015-16 (Aug 15 –Apr 16) show that so far Lancashire have delivered 13,350 starts.



	2010/11	2011/12	2012/13	2013/14	2014/15	Total in last parliament 2010-15	Aug 15 to Apr 16
<b>Lancashire LEP</b>	<b>15,270</b>	<b>17,070</b>	<b>17,860</b>	<b>14,390</b>	<b>16,420</b>	<b>81,010</b>	<b>13,350</b>
North West	78,660	89,310	84,180	71,670	79,310	403,130	60,890
England	453,000	515,000	504,200	434,600	494,200	2,401,000	379,400

Source: <https://www.gov.uk/government/statistical-data-sets/fe-data-library-apprenticeships>

Since 2010/11 this is how Lancashire compares to the North West and England in regards to apprenticeship growth.



Source: <https://www.gov.uk/government/statistical-data-sets/fe-data-library-apprenticeships>

For Lancashire to make the same contribution of 3.37% to the 3 million target we would need to increase apprenticeships starts by 20,090 (from 81,010 to 101,100) over the five years. This equates to approx. 4,000 more apprenticeships per year.

**Option 1 – Immediate Growth**

Our ambition is to make a 3.37% contribution to the 3 million apprenticeship growth target year on year.

25% growth in apprenticeships.

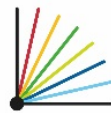
4000 more apprenticeships in Lancashire each year over the next 5 years (from 16,200 pa to 20,200 pa).

**Option 2 - Incremental Growth**

Our ambition is to make a 3.37% contribution to the 3 million apprenticeship growth target by 2020.

Increasing the average of 16,200 per annum (in the last parliament) to 20,200 per annum by 2020. 1000 more apprenticeships each year to 2020.

2015-16 - 16,200 target baseline



2016-17 - 17,200  
2017-18 - 18,200  
2018-19 - 19,200  
2019-20 - 20,200

### **Skills and Employment is a priority in Lancashire**

Creating sustainable skills and employment to drive prosperity is key to Lancashire's future.

The Skills and Employment Board was created to consider skills and employment priorities and make recommendations within Lancashire.

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

### **Skills and Employment Strategic Framework**

The Board commissioned an evidence-base which enabled an understanding of the key skills and employment demands in Lancashire. This evidence-base formed the base of a Skills and Employment framework which drew together the key priorities, common themes and issues. The draft framework was consulted upon prior to finalisation with a wide variety of stakeholders including young people, employers, partners, providers and local authorities. The framework:

- Identifies the key priorities and actions required to drive up skills and employment in Lancashire.
- Aligns our pipeline of skills with the needs of businesses – now and into the future.
- Informs and underpins local investment decisions.
- Influences the use of the mainstream funding and help define our future asks of Government
- Channels energy of businesses, providers and partners at areas of priority.

### **Lancashire's key skills and employment issues**

- An ageing workforce / reducing working age population.
- Slower employment recovery post-recession.
- Varying school attainment levels.
- 29% of residents qualified to Level 4+ compared to 32% nationally.
- Fragmented Careers Advice and Guidance / engagement with the world of work.
- Graduate attraction and retention.
- Employer engagement with workforce planning / learning and development.
- Work programme performance.

### **Apprenticeships will help us drive prosperity**

Apprenticeships have been identified as a priority throughout the evidence base and consultation with stakeholders and are therefore embedded throughout the Strategic Framework.

We need to:

- Increase the number, range and quality of apprenticeships.
- Encourage greater levels of provision at higher and degree level.



- Reach more employers in sectors with high replacement demand and growth.

Achieving these goals will help us address Lancashire's skills and employment issues.

Overview of the framework by its 4 themes: Future Workforce, Skilled & Productive Workforce, Inclusive Workforce and An Informed Approach.

<b>FUTURE WORKFORCE</b>	<b>SKILLED &amp; PRODUCTIVE WORKFORCE</b>
<ul style="list-style-type: none"> <li>• Inspiring young people.</li> <li>• Improving employability skills and aligning curriculum.</li> <li>• Investing in our learning infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>• Apprenticeship growth – routes to higher levels of professional and technical skills.</li> <li>• Professional / Graduate attraction &amp; retention.</li> <li>• Workforce planning.</li> <li>• Leadership and Management / Innovation capacity in SMEs.</li> </ul>
<b>INCLUSIVE WORKFORCE</b>	<b>INFORMED APPROACH</b>
<ul style="list-style-type: none"> <li>• Enabling an inclusive workforce; supporting unemployed &amp; inactive into work.</li> <li>• Digital inclusion.</li> <li>• Incorporating social value into public procurement processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Employer engagement to inform our approach.</li> <li>• Maintain our evidence base and insight.</li> <li>• Influence, prioritise and direct the use of funding – maximise impact.</li> <li>• Connect with other LEPs.</li> </ul>

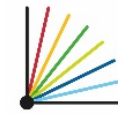
**How are we going to do it?**

- By focussing on meeting Lancashire's needs
- By collaborating and working in partnership
- By informing, engaging and supporting key stakeholders
- By balancing supply and demand
- By directing funding and resources to support the plan

**How do you get involved?**

The following action plan can only be achieved in partnership with all stakeholders. We have engaged with key stakeholders across Lancashire to agree the action plan. You can get further information and find out how to get involved in the shaping the plan and the activities by visiting the Lancashire Skills and Employment Hub website: [www.LancashireSkillsHub.co.uk](http://www.LancashireSkillsHub.co.uk) or contact the Hub directly [LancsSkillsHub@Lancashirelep.co.uk](mailto:LancsSkillsHub@Lancashirelep.co.uk)



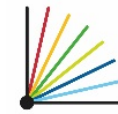


**Action Plan 2016-2017 –updated annually**

Future Workforce			
<b>ACTION: Inspiring young people</b>			
Activity	Owner	Success metric	Planned Impact
In partnership with Lancashire Work Based Learning (WBL) Forum grow the Young Apprenticeship Ambassador Network (LYAAN), 44 ambassadors as of Aug 15. Roll out the offer to stakeholders from Sept 16. Extend to include Traineeship Ambassadors.	Lancashire Skills and Employment Hub (The Hub) WBL Forum	Expand the network to 100 by summer 2017. Network to engage in a min of 150 activities by summer 2017.	Break down misconceptions or misunderstandings. Informed of the opportunities and the routes from traineeships through to higher level/degree apprenticeships.
Using National Careers Service (NCS) LMI Workshops to inform adults that influence young people's choices about traineeships and apprenticeships.	The Hub NCS	Deliver LMI workshops to 150 individuals by summer 2017.	Break down misconceptions or misunderstandings. Informed of the opportunities and the routes from traineeships through to higher level/degree apprenticeship
Lancashire Enterprise Advisor Network (EAN) – embed apprenticeship inspiration into the employer engagement strategies of each school in the network.	Lancashire-EAN	Expand the network from 20 schools to 60 schools in 2016/17.	Employers and schools involved will understand traineeships and apprenticeships and they will feature in each school's employer engagement strategy.
<b>ACTION: Improving employability skills and aligning curriculum</b>			
Activity	Owner	Success metric	Planned Impact
Roll out of the Digital Advantage Pilot. Engage with Lancashire's digital companies and apprenticeship providers to deliver the pilot and identify apprenticeships for the young people.	The White Room Digital Lancashire	10 schools and colleges engaged in 2016/17. 100 young people engaged. 50% min progress into an apprenticeship.	Inspire young people to take up an apprenticeship in a digital company. Inspire Lancashire's digital employers to take on an apprentice. Address skills shortages in Lancashire's digital sector.

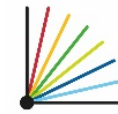


Skilled and Productive Workforce			
<b>ACTION: Apprenticeship growth</b>			
Activity	Owner	Success metric	Planned Impact
A series of apprenticeship levy events, led by the Work Based Learning Forum in partnership with LSEH, for levy paying employers.	WBL Forum The Hub	The events have strong attendance and receive good feedback. Growth in apprenticeships as a result of the events.	Employers are informed of the apprenticeship driven reforms, traineeships to higher level apprenticeships, the levy and how they can engage. Relationships between local employers and apprenticeship providers strengthened.
SLA's include actions to promote apprenticeships, engagement with standards and to communicate reforms.	The Hub, NW Automotive, Alliance (NAA), Digital Lancashire, BOOST	Employers taking on apprenticeships will increase. KPI's in SLAs will measure this.	Employers are informed of the apprenticeship driven reforms, traineeships to higher level apprenticeships, the levy and how they can engage. Relationships between local employers and apprenticeship providers strengthened.
<b>ACTION: Workforce planning</b>			
Activity	Owner	Success metric	Planned Impact
Strengthen relationship with BOOST Gateway Service, so they are fully informed of reforms, providers and how to link employers with them.	BOOST The Hub WBL Forum	Appropriate referrals from the Gateway Advisers to apprenticeship providers.	Making it easy for employers to take on an apprentice.
Training Needs Analysis' (TNA) undertaken by the North West Automotive Alliance (NAA) apprenticeships embedded into the TNA.	NAA	Increase the number of apprenticeships in Lancashire's Automotive sector.	Inform employers about the routes, levy and reforms during the TNA linking it up to meet needs identified.
TNA's undertaken by the EFS funded Employer Skills Support programme embeds discussions regarding apprenticeship into the TNA.	Awaiting announcement of successful org.	Increase the number of apprenticeships in Lancashire.	I Inform employers about the routes, levy and reforms during the TNA linking it up to meet needs identified.



<b>ACTION: Capacity in employers to engage with apprenticeship reforms</b>			
<b>Activity</b>	<b>Owner</b>	<b>Success metric</b>	<b>Planned Impact</b>
EFS Employer Skills Support - support to capacity build SMEs to engage with new apprenticeships standards, contribute to trailblazers and to embed higher level and degree apprenticeships in workforce planning.	Awaiting announcement of successful org.	Increased number of SMEs offering apprenticeship standards, higher and degree level.	Greater number of opportunities for Lancashire's people. Impact on productivity and growth for Lancashire's SMEs.

<b>Inclusive Workforce</b>			
<b>ACTION: Enabling an inclusive workforce; supporting unemployment &amp; inactive into work</b>			
<b>Activity</b>	<b>Owner</b>	<b>Success metric</b>	<b>Planned Impact</b>
Traineeship and Apprenticeship outcomes supported and incentivised in the ESF funded project 'Moving On' which supports young people not engaged in education, employment or training or at risk of disengaging.	Lancashire Employment and Skills Partnership (LESEP)	Target numbers of young people progressing into traineeships and apprenticeships are exceeded.	More young people will understand the routes from traineeships to higher level apprenticeships and they will successfully take up a traineeship or apprenticeship opportunity.
Apprenticeship outcomes supported and incentivised in the ESF funded project 'Access to Employment' which supports unemployed adults into work.	Awaiting announcement of successful org.	Target numbers of adults progressing into apprenticeships are exceeded.	More adults will understand the routes from level 2 to higher level apprenticeships and they will successfully take up an apprenticeship opportunity.
<b>ACTION: Incorporating social value into public procurement processes</b>			
<b>Activity</b>	<b>Owner</b>	<b>Success metric</b>	<b>Planned Impact</b>
Incorporate the requirement for apprenticeship growth in skills capital bids.	The Hub	Apprenticeship targets feature in successful skills capital project.	More apprenticeships are offered by education institutions in Lancashire.
Traineeships and apprenticeships are social value outcomes in Growth Deal programme's projects. Create a social value toolkit to support employers to meet their social value requirements.	The Hub	Social Value outcomes are achieved using local education providers.	Employers find it easy to find a provider that meets their skills needs and helps them achieve their social value requirements.



Informed Approach			
<b>ACTION: Stakeholder engagement to inform our approach and maintain our evidence base and insight</b>			
Activity	Owner	Success metric	Planned Impact
Health and Social Care, Visitor Economy, Digital, Construction and Energy and Environmental Technologies Skills Partnerships to facilitate relationships between providers and employers.	The Hub Skills Partnerships WBL Forum	Increase in take up of apprenticeships in Lancashire's priority sectors.	Lancashire employers engaged with developing apprenticeship standards. Stronger relationships between employers and providers.
Engagement with employer networks, meetings and events to understand their needs and inform them of policy, funding opportunities and projects.	The Hub	Regular interactions with relevant stakeholders are achieved.	A wide audience of SME's can be reached and be informed of policy, funding opportunities and projects and engage with them and the LSEH.
Regular meetings with representatives of the WBL Forum and WBL Forum.	WBL Forum The Hub	Outcomes of the meetings feed into growth plan.	Sharing information and resources to create opportunities to grow and improve apprenticeship provision in Lancashire.
<b>ACTION: Influence, prioritise and direct the use of funding</b>			
Activity	Owner	Success metric	Planned Impact
Summary of funding to be directed to support growth plan - Ambassador Network/ Expansion of Lancashire EAN/ Moving On/ Employer Skills Support/ Access to Employment/ Digital Advantage	See above	See above	See above
<b>ACTION: Connect with other LEPs</b>			
Activity	Owner	Success metric	Planned Impact
Regular meetings with the North West LEPs where apprenticeship growth is a standing item. Meetings with other LEPs where appropriate.	The Hub	Cross boundary working is established to grow apprenticeships.	To consider where working across LEP boundaries can effectively grow traineeships and apprenticeships.



## Lancashire Skills and Employment Board

**Private and Confidential: No**

**Wednesday 7<sup>th</sup> September 2016**

### **Area Based Review – Progress Update and Skills Conclusion**

Appendices 'A' and 'B' refer

**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) and Lisa Moizer, Coordinator of the Lancashire Skills and Employment Hub, [lisa.moizer@lancashirelep.co.uk](mailto:lisa.moizer@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.

The ABR Working Group, established by the Committee, met on 8<sup>th</sup> August to further progress the development of the 'skills conclusion' which will be presented by the LEP at the first steering group. The Local Authorities will also present their perspective which has been developed against the principles mapped to the Lancashire Skills and Employment Strategic Framework, previously reviewed and agreed by the Committee and the LEP Board. The notes of the Working Group are provided in Appendix A for information.

The 'skills conclusion' aims to articulate high level outcomes which frame the review at the onset. The draft LEP 'skills conclusion' slide pack is provided in Appendix B for comment by the committee. The 'skills conclusion' will be presented to the LEP Board on Tuesday 13<sup>th</sup> September for approval.

#### **Recommendations**

1. The Committee is asked to review and comment on the draft LEP 'skills conclusion' slide pack.
2. The Committee is asked to recommend the pack to the LEP Board for their approval.



**AREA BASED REVIEW – WORKING GROUP**

**TUESDAY, 8<sup>th</sup> AUGUST 10:00 AM – 12 NOON**

- **Welcome / Apologies**
  - Apologies received from Mike Taplin and Andy Walker.
  - Everyone welcomed Rosie Fearn to the working group.
  
- **Key points**

**Most actions from previous meeting have been completed.**

Local Authority representation at the Steering Group – awaiting confirmation from Blackpool and Blackburn with Darwen.

**Up-date from other ABRs**

Paul gave an update regarding Area Reviews which have concluded or are well on their way to agreeing solutions and structural changes, these structural changes are taking place to different degrees in accordance with individual situations.

Consideration needs to be given to the impact on the future curriculum offer that may result from the ABR process (as these may not be addressed in detail in the series of ABR Steering Group meetings). Duplication may be required taking into account the ethos and culture of the education institution not simply the subject matter.

In regards to the LEP skills conclusion, Paul suggested continued use of the four themes of the skills and employment strategic framework to frame the approach for meeting the needs of Lancashire.

**The Lancashire Colleges – RCU commissioned data packs**

Robin and Rosie talked through the RCU data packs that had been shared with the working group.

Michele raised the issue that RCU have used the LEP priority sectors outlined in the SEP which have since been developed further to encompass a broader set of priority sectors in the Skills and Employment Strategic Framework. Reason for using the SEP is because when RCU started processing the data it was in December before the Framework was published. This needs rectifying so an accurate sector analysis of the provision, level and numbers can take place.

**ACTION:** Robin and Rosie are going to run through an analysis of the RCU data packs and pull out key messages.

**ACTION:** Lisa to arrange a meeting with Lisa, Ajay, Rosie and Robin to discuss this analysis before the next working group.

**ACTION:** Michele to check that JARDU are working using the S&E Strategic Framework not the SEP.

**ACTION:** Lisa to email Robin identifying what the issues are in regards to the priority sectors and direct RCU to the documents they require to amend the data packs.

**ACTION:** Robin will take forward the sector amendments with RCU.

### **Feedback from Local Authorities**

LCC have approached the Local Authority presentation by taking a similar approach to their statement of priorities which the post 16 sector in Lancashire is familiar with. Blackpool and Blackburn with Darwen have agreed to follow the same lines. The three local Authorities have agreed how the presentation should look.

LCC data has been cross checked with the RCU data and there are no significant issues.

### **Feedback from the Skills and Employment Hub**

The last working group meeting's notes were shared with the Skills and Employment Board. The Board agreed recommendations regarding the steering group attendance.

Michele shared the draft LEP presentation with the Working Group. The LEP presentation will be shared at the Skills and Employment Board on 7<sup>th</sup> Sept for their sign off.

**ACTION:** Ajay, Michele and Lisa to meet before next working group to agree how the LA and LEP presentations will come together to be presented at the first steering group.

**ACTION:** The Working Group will share the LA and LEP presentations with the Colleges via Robin before the first Steering Group.

### **Combined Authority up-date**

The first meeting of the shadow CA has taken place and the next meeting is in September.

Pam Smith alongside Dean has taken a lead for skills and employment. The application to launch the CA in April 2017 is with central Government.

**ACTION:** Ajay to arrange a meeting with Dean, Pam, Bob and Michele to provide a briefing on progress so far in relation to the ABR.

- **DATE OF NEXT MEETING: 6<sup>TH</sup> September 2016, 10am – 12noon, Lancashire Adult Learning College**





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# Area Based Review

**DRAFT**





## Lancashire Approach

- A working group was established in April 2016 to progress the development of the LEP and Local Authority inputs to the Lancashire ABR.
- Joined up perspective aligned to the Lancashire Skills and Employment Strategic Framework.
- Recognised that structural change is important to ensure the future viability and sustainability of the FE sector.
- The structure must, however, deliver the right offer for Lancashire learners and employers.



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# Economic Context





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# Lancashire Enterprise Partnership

The LEP is a private-public sector partnership driving economic growth in the Lancashire area.

- Raising the profile and visibility of Lancashire.
- Inward investment and strategic development.
- Business support.
- Supply chain and sector development.
- Skills for growth.

40,000 new  
homes

50,000 new  
jobs

£3bn additional  
economic  
activity

# Skills and Employment Strategic Framework

## FUTURE WORKFORCE

- Inspiring young people.
- Improving employability skills and aligning curriculum.
- Investing in our learning infrastructure.

## SKILLED & PRODUCTIVE WORKFORCE

- Apprenticeship growth – routes to higher levels of professional and technical skills.
- Professional / Graduate attraction & retention.
- Workforce planning.
- Leadership and Management / Innovation capacity in SMEs.

## INCLUSIVE WORKFORCE

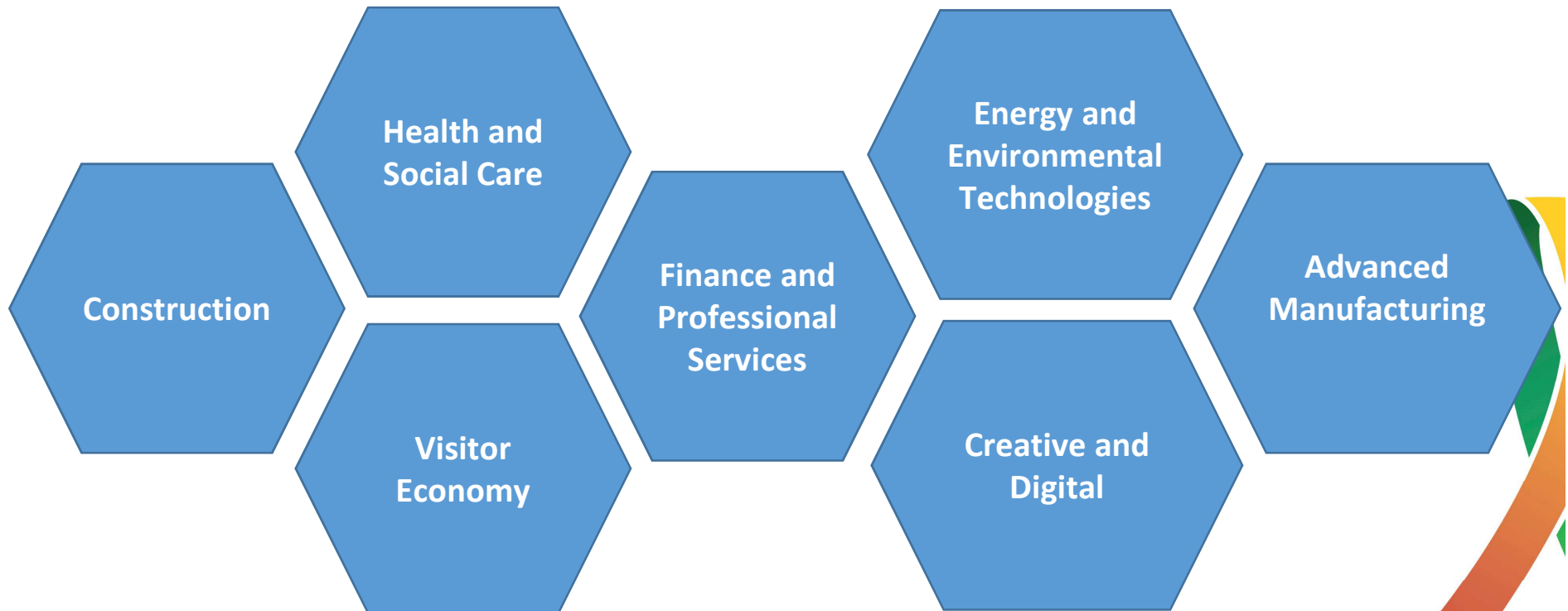
- Enabling an inclusive workforce; supporting unemployed & inactive into work.
- Digital inclusion.
- Incorporating social value into public procurement processes.

## INFORMED APPROACH

- Employer engagement to inform our approach.
- Maintain our evidence base and insight.
- Influence, prioritise and direct the use of funding – maximise impact.
- Connect with other LEPs.

# 7 Priority Sectors

Sectors with growth potential and/or high replacement demand

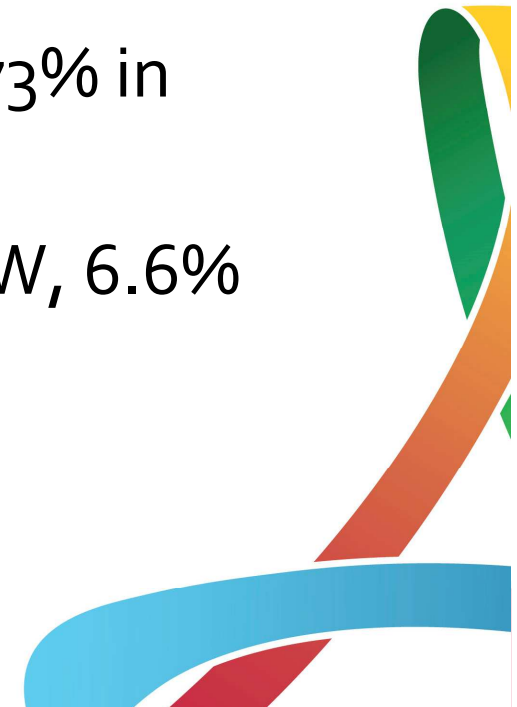




## Lancashire LEP Overview

- 1.46m residents (21% in NW).
- £24.7bn GVA per annum.
- Over 40,000 businesses.
- 68% employment rate (69% in NW, 73% in England minus London).
- Unemployment rate 7.5% (7.5% in NW, 6.6% England minus London).

(Skills and Employment Evidence Base, 2015)



## City Deal

- Investment of £434 million.
- Improving and expanding transport infrastructure across Preston and South Ribble.
- 17,000 new houses.
- Expected to create 20,000 new jobs; including jobs in the Warton and Salmesbury Enterprise Zone.
- Expected £1bn growth for the County.







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# Enterprise Zones



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- 150 acres - 13,000 jobs -25 year project.
- Overarching energy and advanced manufacturing sector strategy across the four EZs.
- **Warton & Salmesbury** - Centre of excellence for high technology manufacturing. Up to 6,000 jobs.
- **Blackpool Airport** – Energy and environment, food and drink manufacture, digital and creative industries. Up to 3,000 new jobs.
- **Hillhouse** – Chemicals and polymers. Also energy generation and management, low carbon and sustainable industries. Up to 1,750 new jobs.





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# Qualifications and Occupations

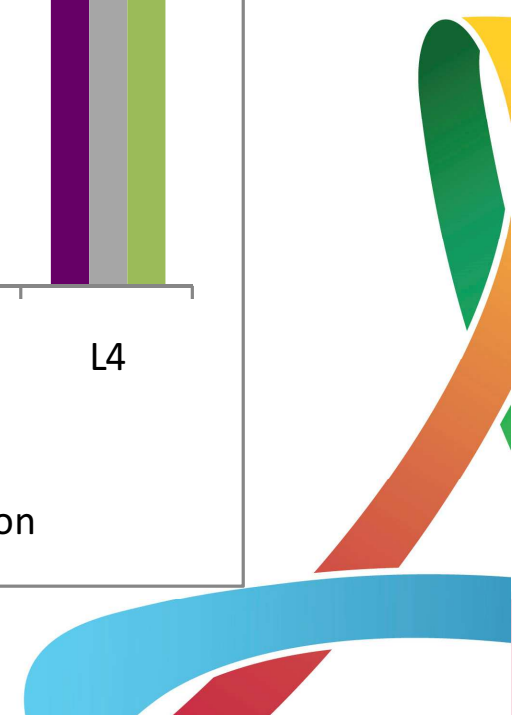
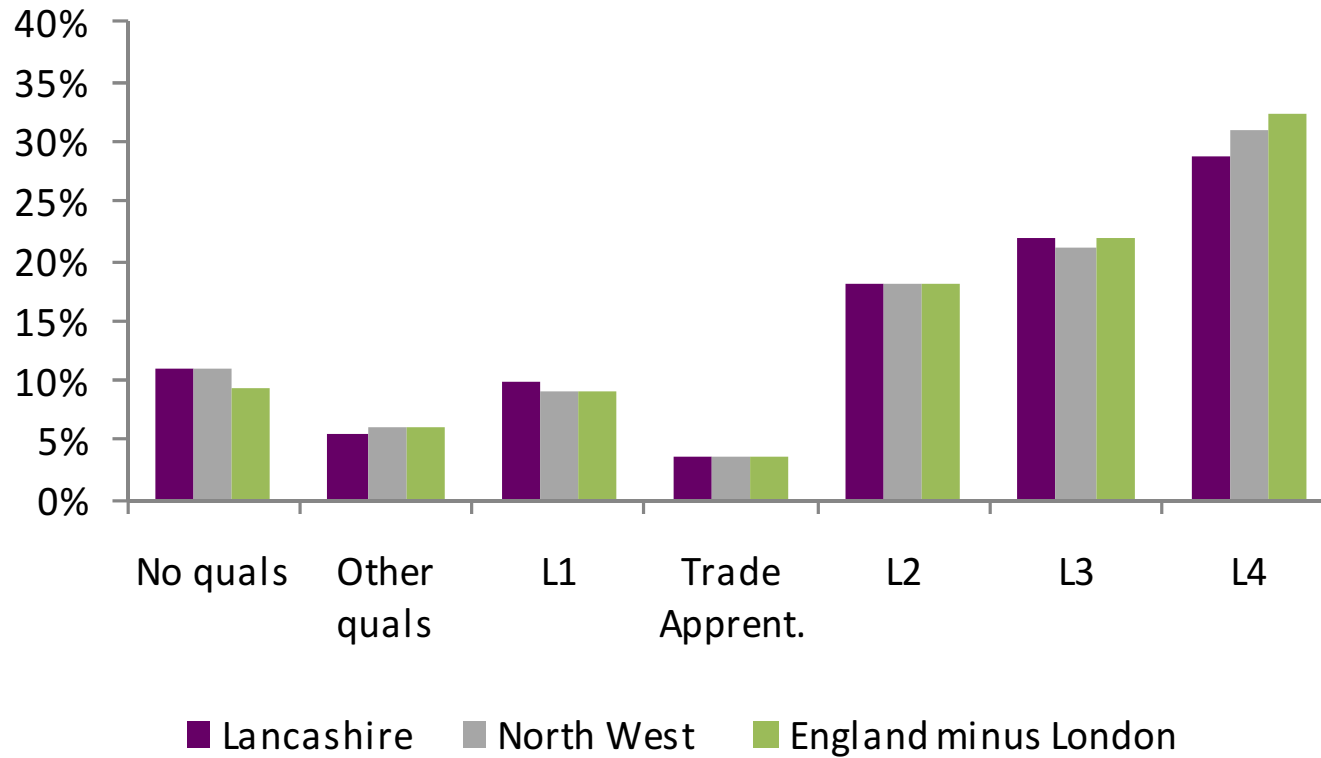




# Qualifications Level Profile

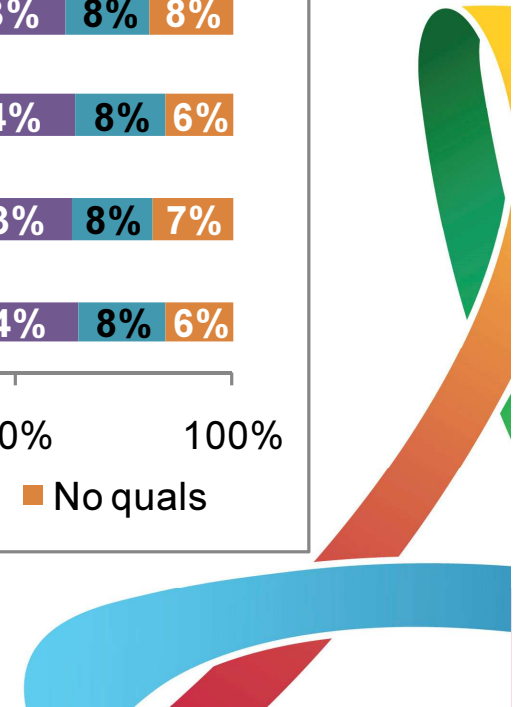
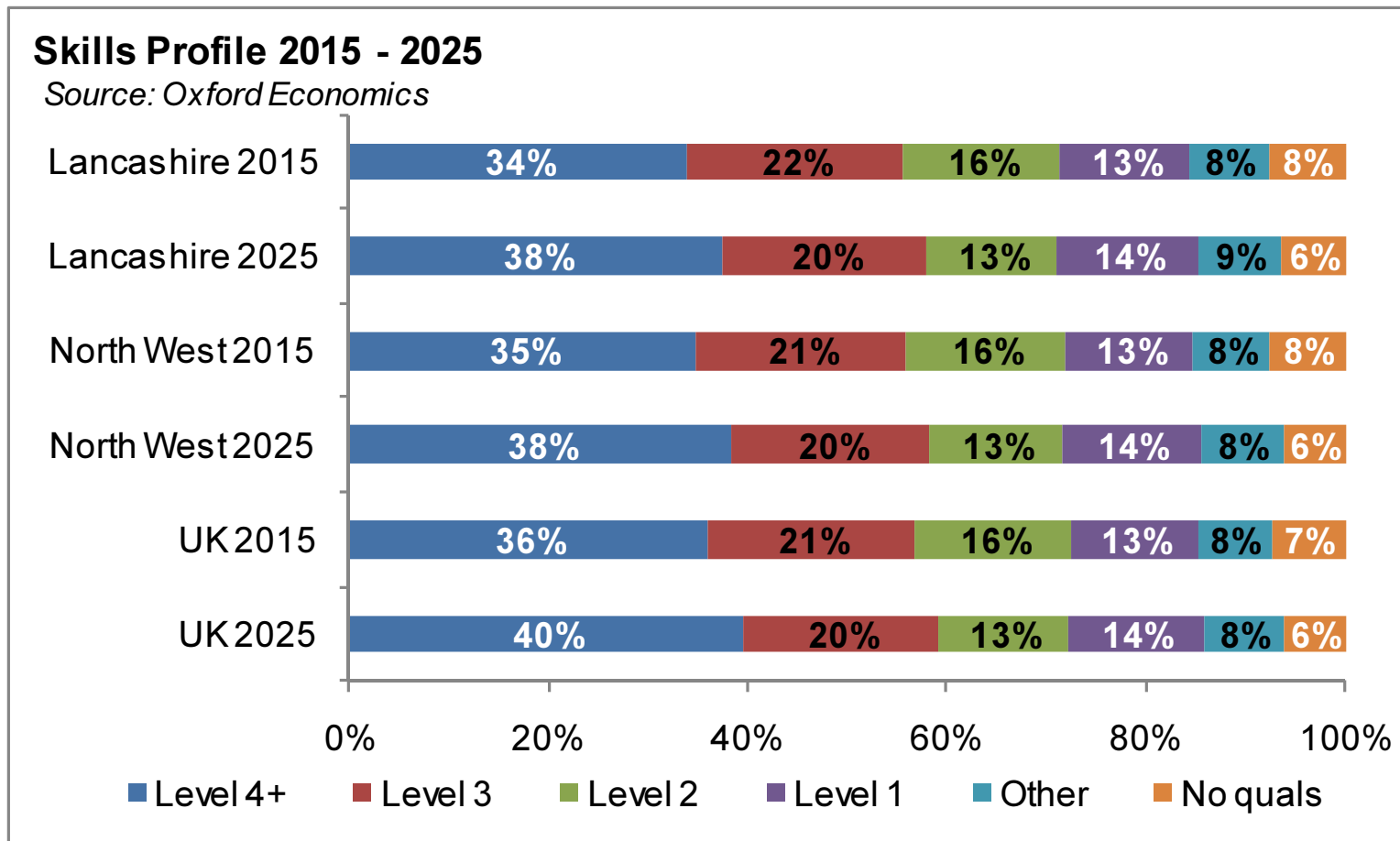
**Qualifications held by working age population, 2013**

Source: APS





# Qualification Level Forecast

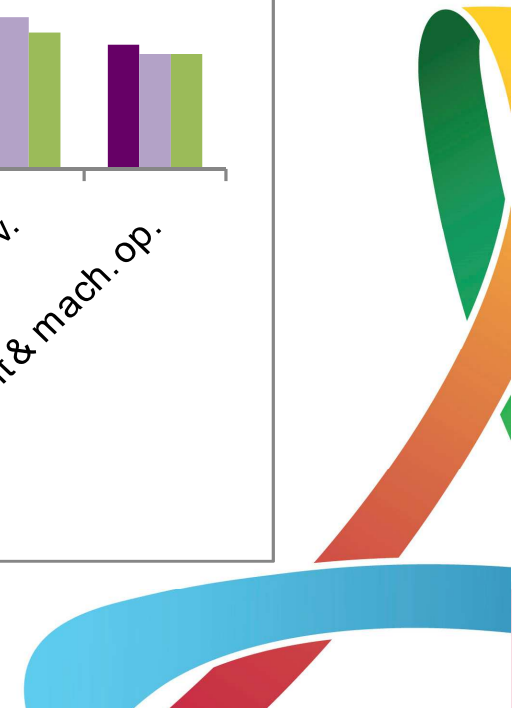




# Occupation Profile

**Occupational profile of residents in employment, 2014**

Source: APS

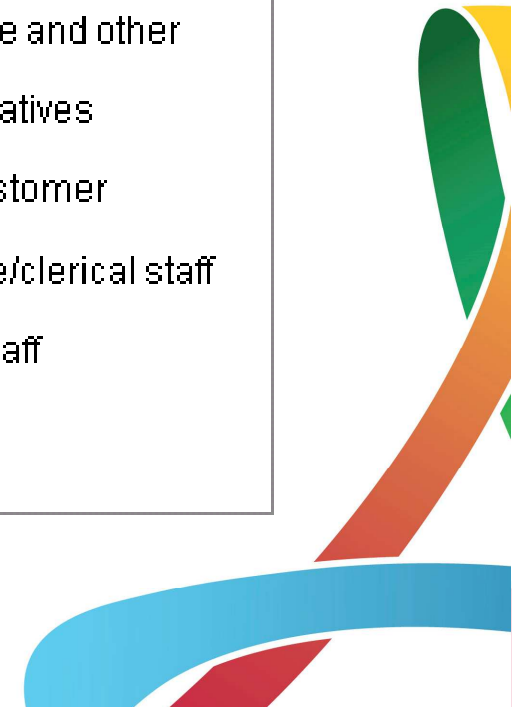
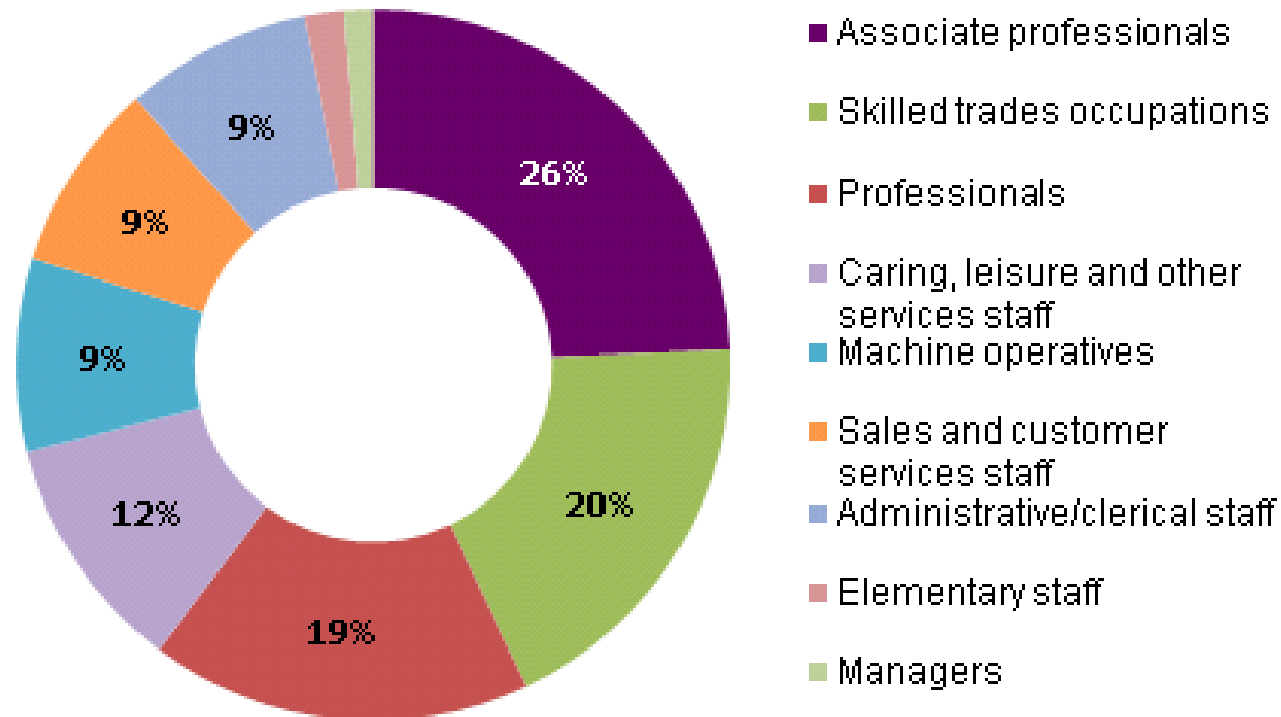




# Vacancies by occupation due to skills shortages

**Skills Shortage Vacancies by Occupation, 2013**

*Source: UK Employer Skills Survey*



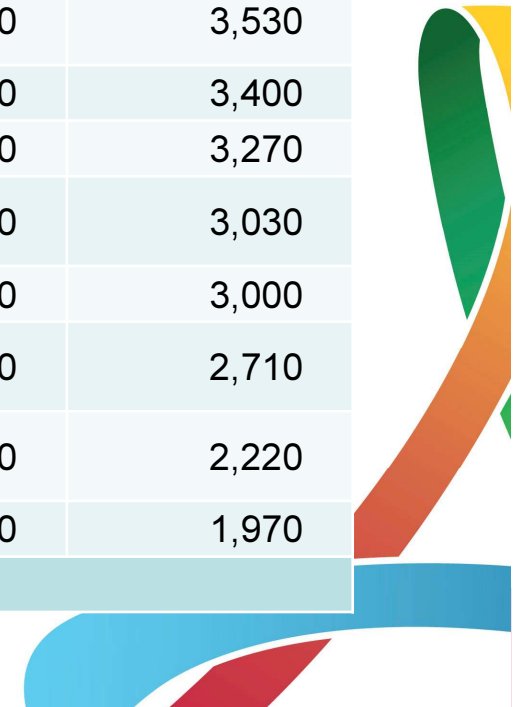


# Future Occupational Demand

## Lancashire Occupational Demand 2015 - 2025

	Employment Growth / Decline		Replacement Demand	
	Total Requirement	Estimated Annual Requirement	Total Requirement	Estimated Annual Requirement
<b>Professional occs.</b>	4,000	400	43,670	4,370
<b>Caring, leisure, other serv.</b>	3,000	300	35,270	3,530
<b>Admin/ secretarial</b>	-5,000	-500	34,020	3,400
<b>Elementary occs.</b>	3,000	300	32,690	3,270
<b>Mangers, directors, senior</b>	4,000	400	30,270	3,030
<b>Skilled trades occs.</b>	2,500	250	29,950	3,000
<b>Associate prof. / technical</b>	2,500	250	27,060	2,710
<b>Process, plant and machine operatives</b>	-1,000	-100	22,190	2,220
<b>Sales / customer service</b>	2,500	250	19,660	1,970

Source: Oxford Economics; ekosgen estimates based on Working Futures



## Qualifications and Occupations - Conclusions

- Collectively the FE sector should offer breadth and depth in curriculum to raise the bar at every level, from people gaining their first qualification to people progressing to level 4 and above.
- Curriculum should embed work readiness, softer skills and enterprising skills.
- Shortages and demand forecasts need to demonstrably inform the curriculum offer and the work related learning offer of each provider – individually and collaboratively.
- Employers qualification and skills requirements need to be met now and for the future.





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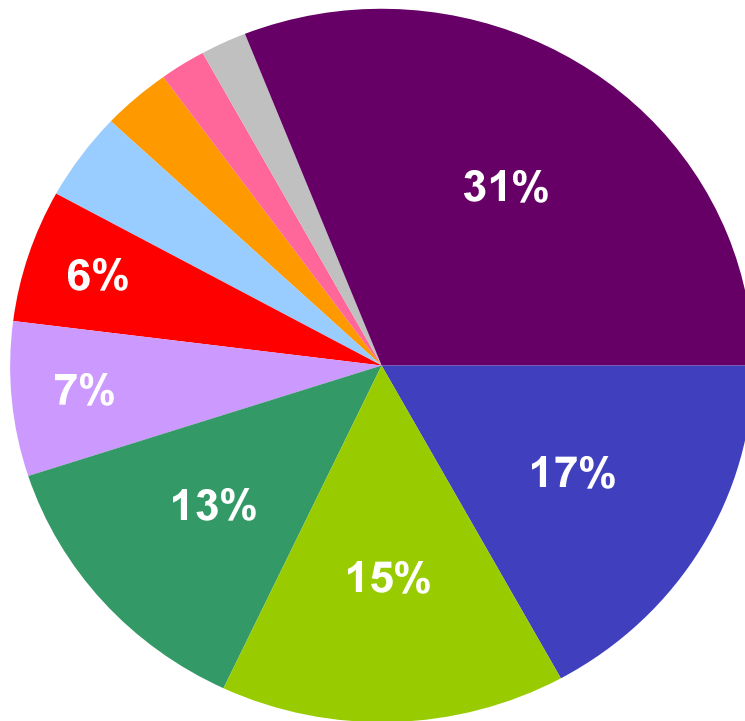
# Sectors





# Employment by Sector

Lancashire LEP Employment = 617,600



Sectoral employment 2013





# Sectoral Representation in Lancashire

Employment Specialisms 2013	No.	Location Quotient
<b>Manufacturing</b>	81,700	1.4
<b>Human health and social work activities</b>	98,300	1.2
<b>Construction</b>	35,300	1.2
<b>Public administration and defence</b>	33,600	1.2
<b>Utilities: Water</b>	5,100	1.2
<b>Wholesale and retail trade</b>	105,800	1.0
<b>Education</b>	57,800	1.0
<b>Accommodation and food service activities</b>	40,800	1.0
<b>Arts, entertainment and recreation</b>	15,000	1.0
<b>Other service activities</b>	11,100	0.9
<b>Utilities: Electricity</b>	2,200	0.9
<b>Administrative and support service activities</b>	39,500	0.8
<b>Professional, scientific and technical activities</b>	34,400	0.8
<b>Transportation and storage</b>	21,500	0.8
<b>Real estate activities</b>	9,100	0.8
<b>Information and communication</b>	14,400	0.7
<b>Financial and insurance activities</b>	10,900	0.6
<b>Mining and quarrying</b>	400	0.6
<b>Agriculture, forestry and fishing</b>	700	0.1
<b>Column Total</b>	617,600	1.0
<b>Source: BRES</b>		

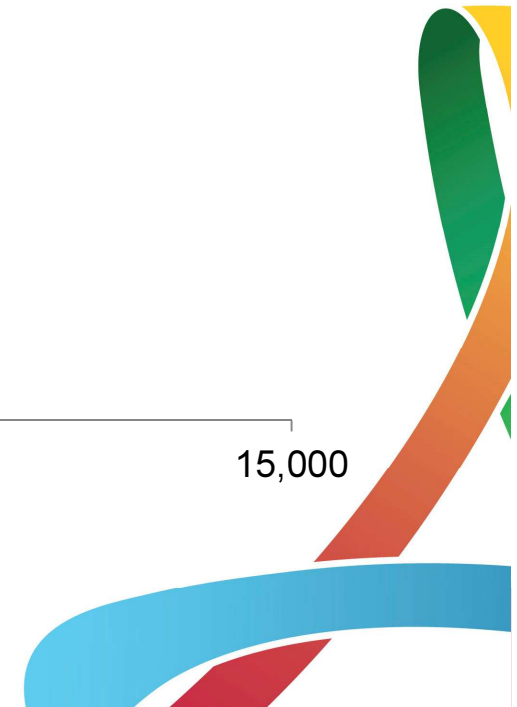
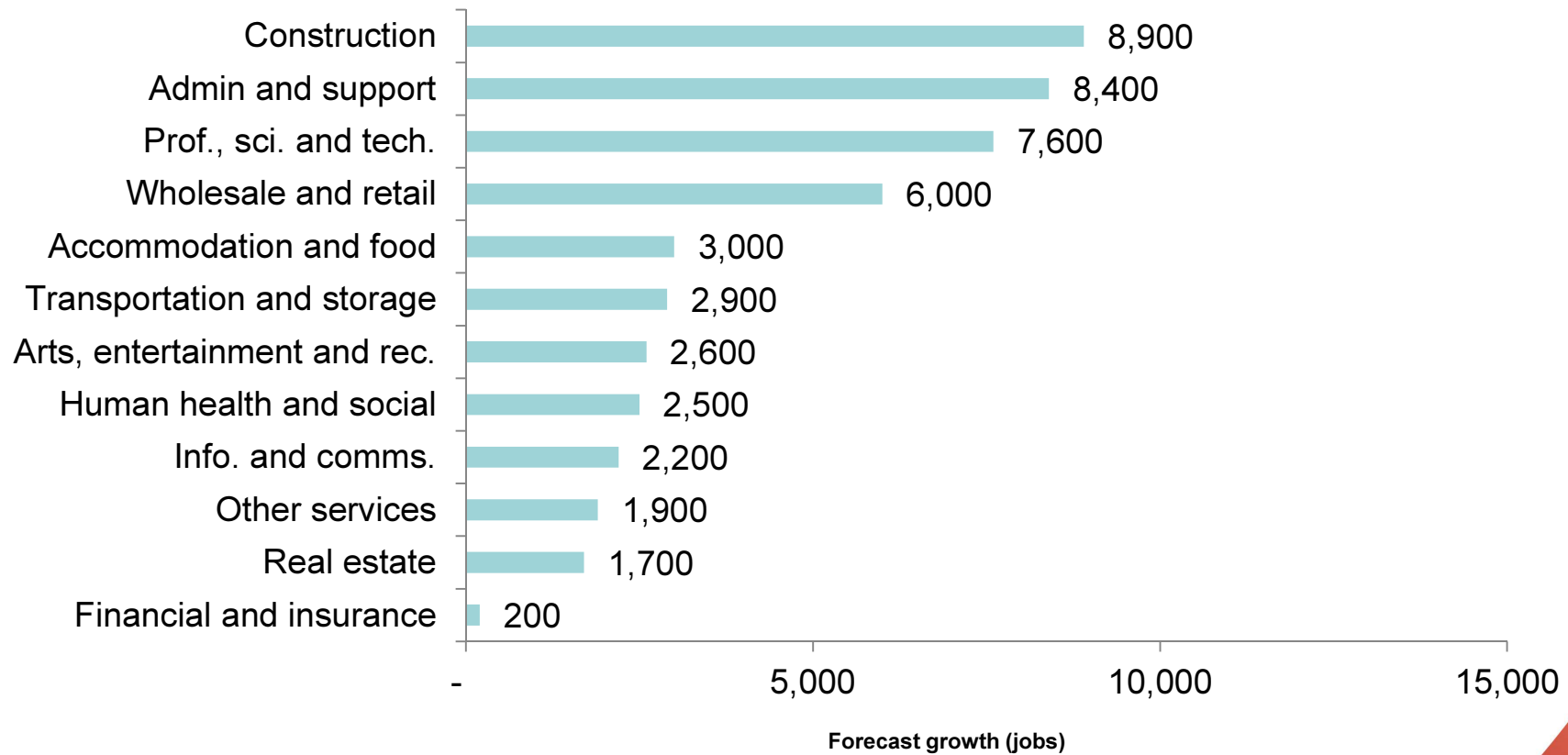




# Forecast Jobs Growth by Sector

**2015-2025**

Source: Oxford Economics

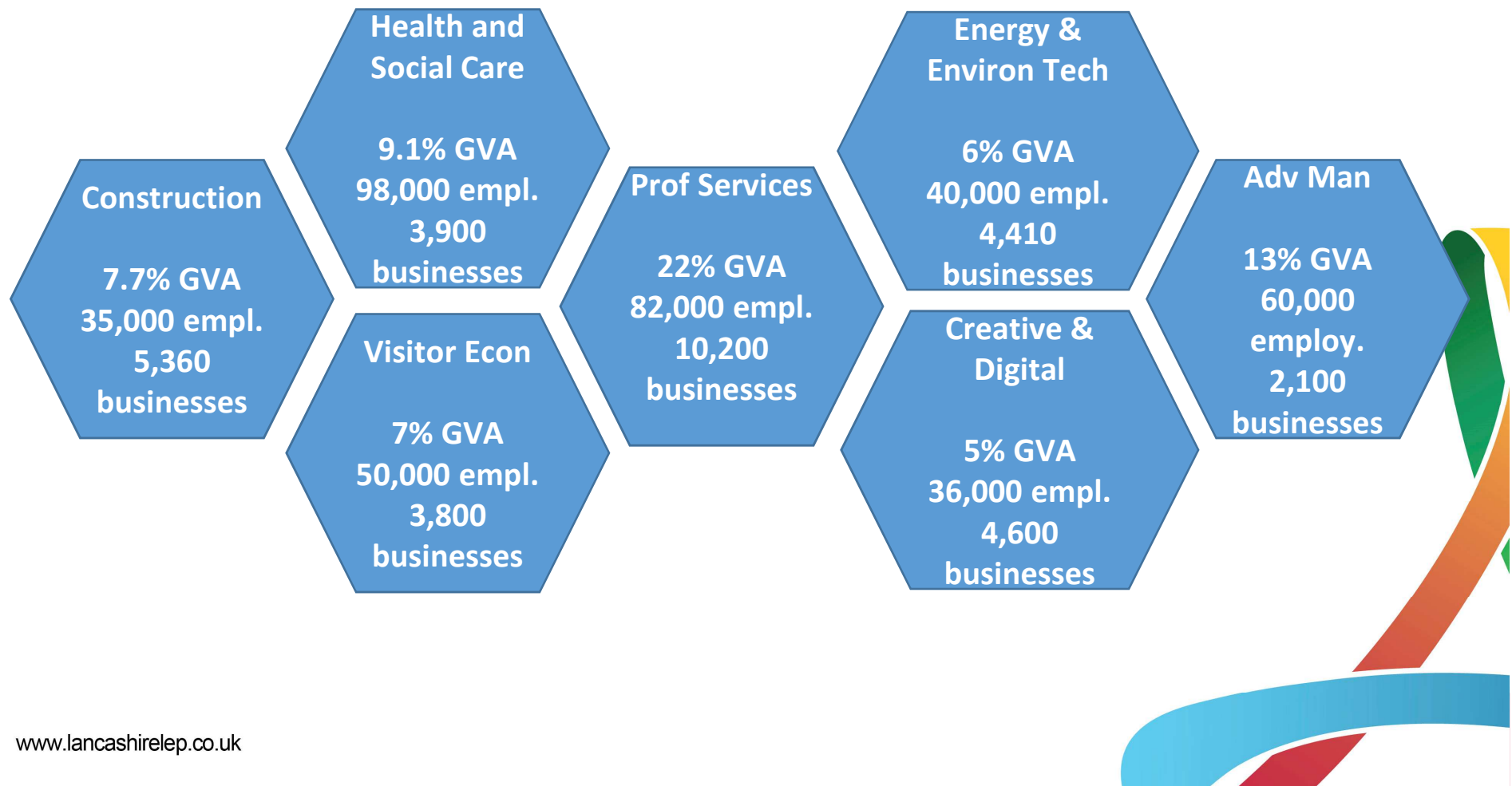


## Sectors – Overarching Conclusions

- The FE Sector should promote industries with high replacement and growth demands to young people and promote vocational and academic routes.
- Providers should align programmes aimed at unemployed adults with sectors with high replacement demand.
- Collectively the FE Sector should provide adequate provision to support the growth sectors and high employment sectors in Lancashire, to ensure adequate supply of skilled labour.
- Current employment and forecast demand in these key sectors should be taken into account when developing the curriculum offer.
- CEIAG should be grounded in local labour market intelligence.



# Lancashire's Priority Sectors





## Advanced Manufacturing

- Predominately male workforce (76%).
- Above average wages.
- High rates of skills shortage vacancies.
- Ageing workforce creating significant replacement demand.
- Main skills required by employers: industry experience, knowledge of machinery, experience in sales, repair and CAD.
- Balancing traditional skills with future skills needs.





## Advanced Manufacturing - Conclusions

- Future skills needs must be shaped by new technology: automation, additive Manufacturing/3D printing, human-robot collaboration, cyber systems and data analytics, however traditional equipment and skills still required by employers; balance and responsiveness needs to be achieved.
- Tackle diversity – gender balance in STEM related industries.
- Need for a flexible workforce with strong specialist skills in niche areas.
- Inspiring and engaging young people to meet future labour needs.
- Recruiting and retaining a competitive workforce.
- Securing employer investment in training.

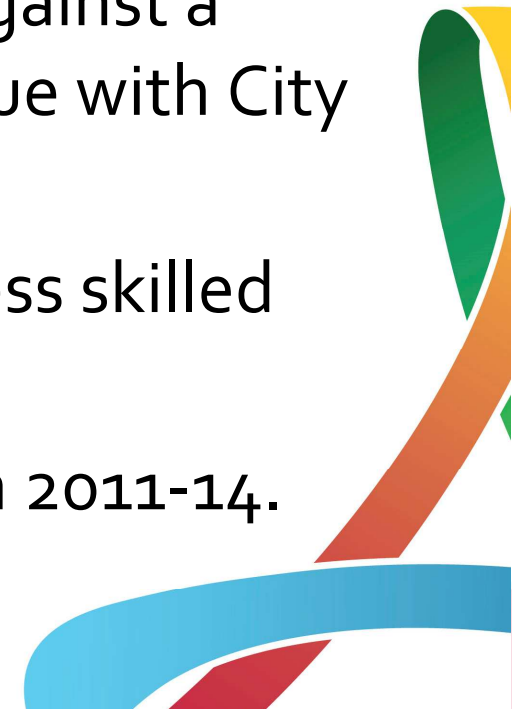






## Construction

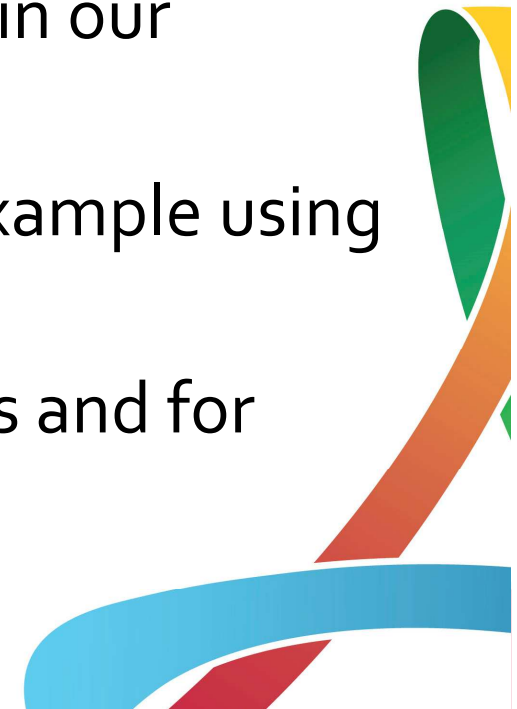
- Predominately male workforce (88%).
- High representation of employees holding an apprenticeship – 19% (average 9% across Lancs).
- Growth in employment in Lancashire against a reduction nationally; forecast to continue with City Deal driving growth in the sector.
- Workforce reduced in last recession – less skilled people available.
- 2015-18 training needs 45% higher than 2011-14.





## Construction- Conclusions

- Tackle preconceptions and diversity – gender balance in STEM related industries.
- Up-to-date equipment and technology in our learning infrastructure.
- Increase in need for specific skills, for example using green materials and methods.
- Heightened need across a range of roles and for management skills.





## Creative and Digital

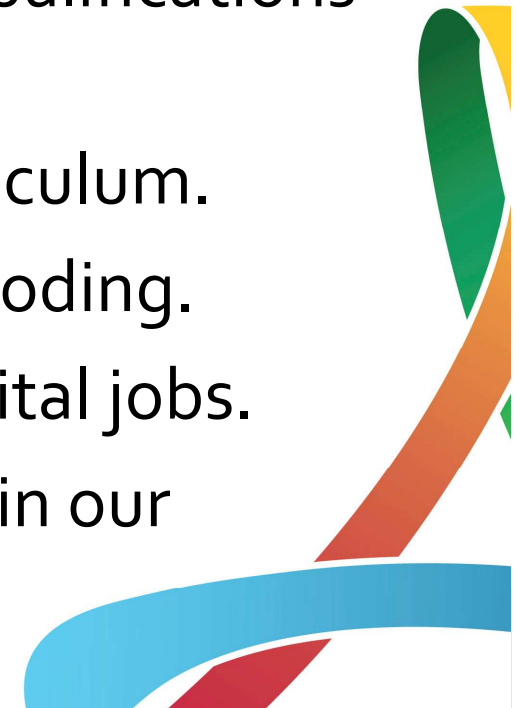
- Concentration of IT, software and computer services jobs in Lancashire.
- Prevalence of small and micro businesses.
- Difficult to recruit people with appropriate digital skills.
- Skills gaps are higher than average in advanced IT and software skills.
- Less diverse workforce.
- High levels of demand for graduate labour.





## Creative and Digital - Conclusions

- Mismatch of skills demand and supply with the focus needing to be on up-to-date technical ICT training.
- Very difficult for education to keep pace with technological change. Traditional full qualifications may not meet employers needs.
- Embedding digital skills across the curriculum.
- Teaching digital skills as standard e.g. coding.
- Tackle diversity – gender balance in digital jobs.
- Up-to-date equipment and technology in our learning infrastructure.





# Energy and Environmental Technologies

- Predominately male workforce (81%).
- Below average proportion of the workforce have level 4 and above qualifications.
- Ageing workforce creating high replacement demand.
- Shortages of engineers and technicians.



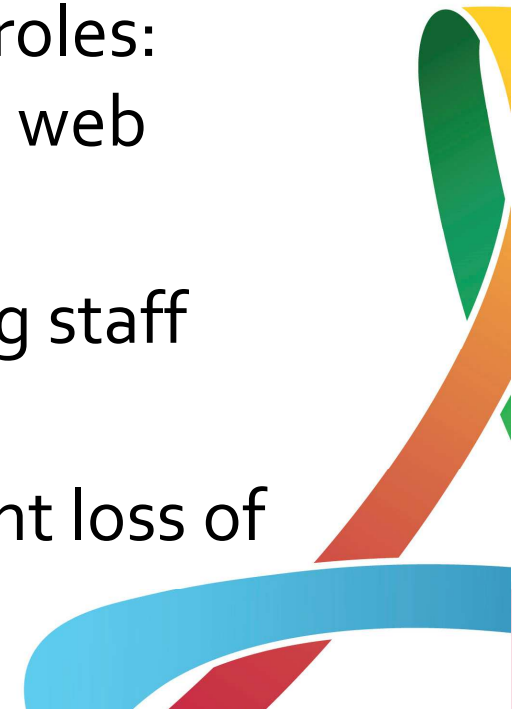
# Energy and Environmental Technologies - Conclusions

- Increase in people with STEM related qualifications required.
- Tackle diversity – gender balance in STEM related industries.
- Future skills needs for specific technical skills, project management skills and multi-utility skills.
- Up-to-date equipment and technology in our learning infrastructure.
- Increasing needs for specific technical skills.



## Financial and Professional Services

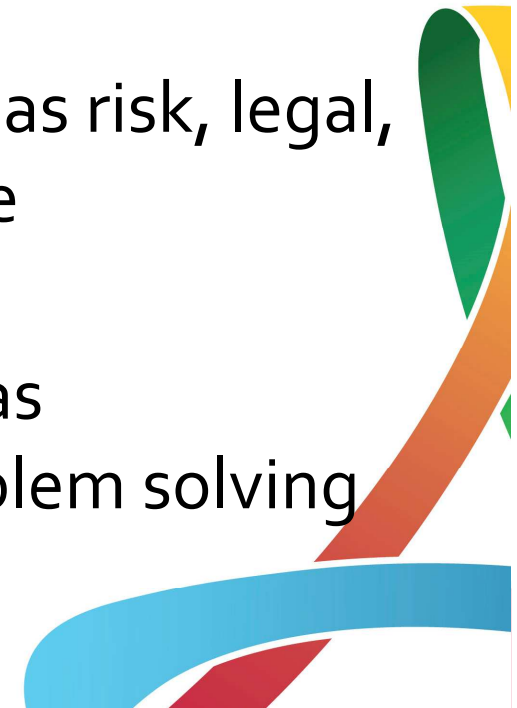
- High level of full time workers (82% compared to 73%).
- 36% hold a level 4 qual or above.
- 48% of vacancies in computer related roles: programming, software development, web design.
- Shortage of specialists leads to existing staff development.
- Ageing workforce will lead to significant loss of expertise.





## Financial and Professional Services - Conclusions

- Future skills needs shaped by digital technology and big data.
- Multi-skilled workforce requirement.
- Technical skills are crucial in areas such as risk, legal, analytical, IT and leadership and change management.
- Work readiness and generic skills such as communication, interpersonal and problem solving highlighted as key for improvement .







## Health and Social Care

- Predominately female (80%).
- Ageing workforce creating hard-to-fill vacancies and skills shortages.
- Low wages.
- High turnover of staff - exceeds the national average.
- Lack of applicants.





## Health and Social Care - Conclusions

- Skills gaps in practical skills, problem solving, communication.
- Skills gaps also in management and leadership
- Services responding to an ageing population will require multi-skilled workforce.
- Graduate retention – opportunity to retain graduates in Lancashire.
- Inspiring the next generation to work in the sector.





## Visitor Economy

- Transient workforce, part-time, zero hours contracts and low wages.
- 34% under 30 yrs old (compared to 24% Lancs total).
- 17% have no formal quals (11% in Lancs).
- Most commonly reported vacancies: kitchen and catering assistants, chefs and customer service posts.
- 12% of employers report skills gaps, the top being customer service and communication.





## Visitor Economy - Conclusions

- Making the sector more attractive and making routes to higher level jobs in the sector clear.
- Employers looking for good customer service, communication skills and the right attitude .
- Leadership and management skills gaps.
- Increasing digital skills requirement.





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# LEP Skills Conclusion

**The expectation and vision for  
education and skills within Lancashire.**

**How can the FE sector better contribute?**



# Future Workforce

How can the FE sector better:

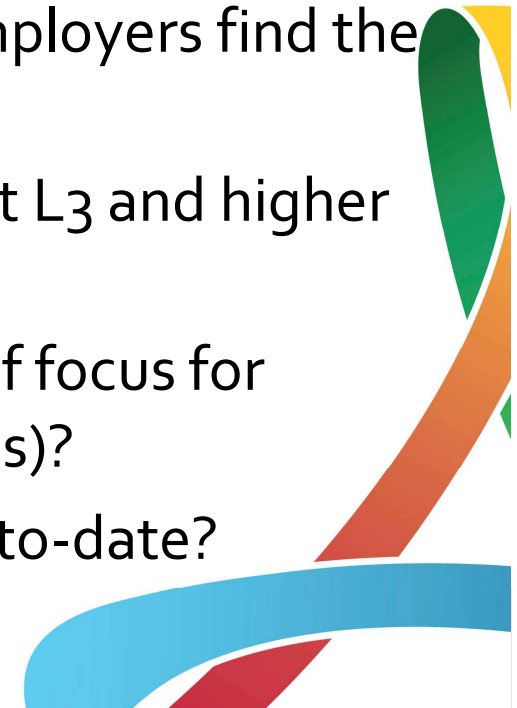
- Offer a breadth and depth of provision with meets local learner and employer needs?
- Offer clear routes and progression pathways from classroom and vocational provision to higher level professional and technical qualifications?
- Embed employability and enterprising skills, attitudes and behaviours throughout the students educational journey?
- Offer enrichment which contributes to developing a broader skills set?
- Involve employers consistently in curriculum development?



# Skilled and Productive Workforce

How can the FE sector:

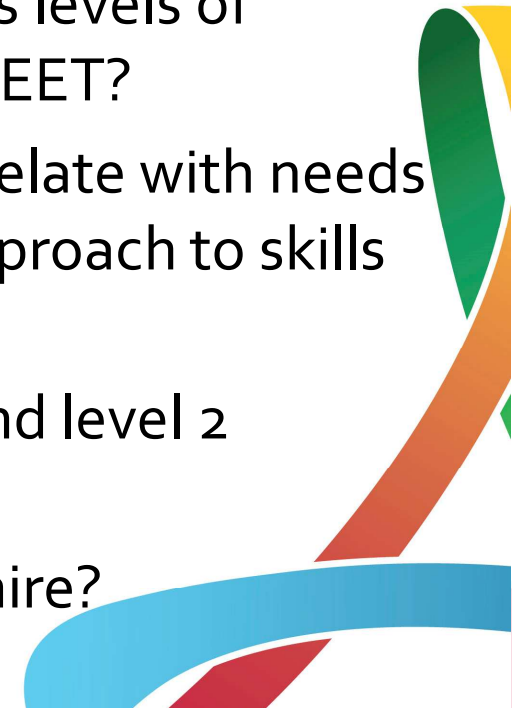
- Collectively increase apprenticeship provision, including availability of higher level and degree?
- Make it easy for employers to engage so that employers find the market less confusing and difficult to navigate?
- Provide *adequate* access to specialist provision at L3 and higher levels which is relevant to our sector priorities?
- Ensure specialist provision complements areas of focus for economic growth (including the Enterprise Zones)?
- Ensure learning facilities and technology are up-to-date?



# Inclusive Workforce

How can the FE sector better:

- Apply the concept of a 'skills escalator' so that provision is outcome focused; raising employability and skills levels of unemployed adults and vulnerable adults, and NEET?
- Offer programmes targeted at adults which correlate with needs in the local labour market; with an integrated approach to skills and employment?
- Embed digital skills in foundation level, level 1 and level 2 programmes?
- Ensure adequate access in local areas of Lancashire?





# Informed approach

How can the FE sector better:

- Use Labour Market Information to shape curriculum offer and align it to the Lancashire's economic priorities and labour market demands?
- Engage with employers to design their curriculum, enhance the student experience and utilise their industry expertise in teaching and co-delivery?
- Ensure that their provision reflects the broader North West economy?
- Maintain their engagement and progress beyond the Area Based Review?







## Lancashire Skills and Employment Board

**Private and Confidential: No**

**Wednesday 7<sup>th</sup> September 2016**

### **Communications Plan**

Appendix 'A' refers

**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 Communications Plan builds on the Skills and Employment Hub's first year of activity, a key element of the plan is a Skills and Employment Hub website which will be presented at the meeting.

#### **Recommendations**

1. To note progress in 2015/16 and comment on the communication plan going forward.
2. The Committee is asked to comment on the draft Skills and Employment Hub Website which will be presented at the meeting.

## **1. Background**

1.1 From August 2015 to August 2016 we have:

- Developed a logo.
- Set up a twitter account (523 Tweets / 318 Followers / 391 Likes) to communicate key messages and policy news.
- Developed and kept current several skills and employment pages on the LEP website
- Created a presentation which has supported communicating a consistent message to stakeholders.

- Worked in partnership with LEP and Marketing Lancashire to ensure that the skills and employment agenda is part of the bigger LEP and Lancashire Story.

## **2. Communications Plan**

- 2.1 Activity during the first year has set a good foundation where the Skills and Employment Hub is known and understood by key partners and stakeholders. The aim of the communications plan is to build on this foundation with a further proactive approach. A copy of the Communications Plan is attached at Appendix 'A'.

## **3. Skills and Employment Hub Website**

- 3.1 The Board has now directed funding to several programmes and products and the next step is to communicate this to relevant stakeholders and support stakeholders, especially employers, to engage with these initiatives. The pages afforded the Board and Hub on the LEP website were insufficient and therefore taking the redundant Skills Support for the Workforce website the Hub website has been developed.

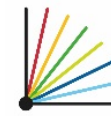
- 3.2 The purpose of the website is to:

- Clearly articulate how the initiatives can support stakeholders, employers primarily and how they can engage with the Hub's agenda.
- Describe the purpose, aims and objectives of the Board and Hub.
- Serve as a communications hub and directory for employers and other key stakeholders to access further information regarding initiatives and how they can engage with the Hub.

- 3.3 Thanks go to Lindsay Campbell who offered to be a critical friend to the Hub in the development of the website.

## **4. Recommendations**

1. To note progress in 2015/16 and comment on the Communication Plan going forward.
2. The Committee is asked to comment on the draft Skills and Employment Hub Website which will be presented at the meeting.



**Lancashire Skills and Employment Hub**

**Communications Plan**

**Objectives**

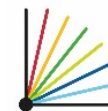
- That key stakeholders know how to find out about and engage with key programmes and initiatives that the Skills and Employment Board are directing through the Hub.
- That key stakeholders know about the Strategic Framework, that it directs activity and resources to meet Lancashire's skills and employment needs.
- That key stakeholders know that the framework is informed by themselves and we wish to engage with them collaboratively to achieve the skills and employment objectives for Lancashire.
- That key stakeholders know of the national skills and employment agenda and major policy reforms and changes that will impact or offer up opportunities to them.
- That key stakeholders know about the Skills and Employment Board and the Hub, its aims and purpose.
- That key stakeholders know the strategic framework has been born out of a robust evidence base.
- That throughout Lancashire and nationally key partners know about the skills and employment work that is happening in Lancashire.

**Key Messages**

- The Lancashire Skills and Employment Hub is here to support Lancashire businesses to attract, inspire and develop people.
- The Hub provides you with information to you to support with the skills and employment.
- We want your engagement and support to deliver Lancashire's skills and employment priorities.
- By engaging with the Hub you can influence the investment decisions made and the use of mainstream skills and employment budgets.
- The Hub works in an open and transparent way.
- Lancashire is working collaboratively and innovatively to achieve its skills and employment objectives.

**Outcomes**

- Stakeholders want to engage with our programmes and initiatives.
- Stakeholders find it easy to engage with our programmes and initiatives.
- Stakeholders adopt the strategic framework, its objectives and priorities, contribute to them and shape them going forward.
- Nationally key partners look to Lancashire for best practise and to initiate projects.



<b>Who are the key stakeholders?</b>	<b>How do we want to communicate with them?</b>
Apprenticeship Levy Paying Employers	<b>Directly</b> - Hub events, input/presentations at other orgs events/meetings, emails, website, Skills Partnerships. <b>Indirectly</b> - newsletters, press releases, twitter: For example: BOOST, HIVE, Burnley Bondholders, Blackpool Leader Group, Small Business Federations, Chambers of Commerce, NWAA, NAA, Sector Skills Councils.
Non Apprenticeship Levy Paying Employers	<b>Directly</b> - input/presentations other org's events/meetings, emails, website, Skills Partnerships. <b>Indirectly</b> - events, newsletter, press releases, twitter: For example: BOOST, HIVE, Burnley Bondholders, Blackpool Leader Group, Small Business Federations, Chambers of Commerce, NWAA, NAA, Sector Skills Councils.
Post 16 Education and Training Providers: FE Colleges, private training providers, Higher Education Institutions	<b>Directly</b> - Hub events and meetings, input/presentations at other orgs events/meetings, emails, website, twitter, Skills Partnerships, Lancashire Adult College, WBL Forum, workshops, visits, twitter. <b>Indirectly</b> - newsletters, press releases.
Schools – SMT, Head teachers, Governors, CEIAG practitioners	<b>Directly</b> – Head teachers meetings, CEIAG meetings, events, LMI workshops <b>Indirectly</b> - Careers Enterprise Adviser Network, National Careers Service, newsletters, press releases.
Local Authorities	<b>Directly</b> – meetings, input/presentations other org's events, emails, events, twitter. <b>Indirectly</b> - Careers Enterprise Adviser Network, National Careers Service, newsletters, press releases.
DWP, SFA, BIS, JCP, Big Lottery, Careers Enterprise Company, SELNET, National Careers Service	<b>Directly</b> - regular meetings, input/presentations other org's events, emails <b>Indirectly</b> - press releases, twitter.
Other LEPS	<b>Directly</b> - regular meetings, emails, events
Representative bodies: for example: NWAA, NAA, SEMTA, Sector Skills Councils	<b>Directly</b> - regular meetings, input/presentations other org's events, emails <b>Indirectly</b> - press releases, twitter.
Young people, parents and adults	<b>Indirectly</b> - Careers Enterprise Adviser Network, National Careers Service, newsletters, press releases, programmes and initiatives.



## Lancashire Skills and Employment Board

**Private and Confidential: No**

**Date: Wednesday 7<sup>th</sup> September**

### **Annual Review of the Lancashire Skills and Employment Hub** (Appendix 'A' refers)

**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**

The Lancashire Skills and Employment Hub has now been in a place for a year. This paper provides an overview of progress against the success criteria for 2015/16 that we agreed last year.

#### **Recommendations**

1. The Committee is asked to note the up-date.
2. The Committee is asked to consider and agree the recommendations for success criteria in 2016/17.

#### **1.0 Background**

At the meeting in September 2015 the Committee considered a document outlining the purpose and objectives of the Lancashire Skills and Employment Hub and approved the success criteria for 2015/16 (see Appendix A).

## 2.0 Success Criteria 2015/16 and Progress

The table below provides an overview of progress against the success criteria.

Success Criteria for 2015/16	
<p>Skills and Employment Framework completed with ownership of key stakeholders; evidence of action in accordance with the timelines in the framework.</p>	<p><u>Evidence base completed and published.</u></p> <p><u>Skills and Employment Framework developed, consulted upon and published.</u></p> <p><u>Key stakeholders involved in consultation included:</u></p> <ul style="list-style-type: none"> <li>• 87 at two Lancashire Skills &amp; Employment Framework Consultations with employers and stakeholders</li> <li>• Met with all Local Authorities in the LEP area</li> <li>• 30 Youth Council members</li> </ul> <p><u>Action underway against the framework themes.</u></p>
<p>ESIF &amp; Growth Deal skills capital funding aligned to the priorities in the Framework and a significant proportion of ESIF funding allocated.</p>	<p><u>Growth Deal Skills Capital</u> Round 2 launched in September 2015 and completed in accordance with a demanding timetable. Funding allocated and Grant Funding Agreements in place or currently being negotiated with the Growth Deal Programme Team.</p> <p><u>ESIF Funding</u> ESF funding prioritised against the framework. Procurement underway against all priority themes.</p> <p><u>ESF Matched by Skills Funding Agency (SFA) Programmes:</u></p> <ul style="list-style-type: none"> <li>• NEET Programme 1.2: £4.45m</li> <li>• Skills Support for the Workforce 2.1: £15.56m</li> <li>• Skills Support for the Unemployed 1.1: £7.44m</li> </ul> <p><u>ESF Matched by DWP/JCP Programmes</u></p> <ul style="list-style-type: none"> <li>• Reducing Worklessness 1.1: £3m</li> </ul> <p><u>ESF Matched by Big Lottery Programmes £7.5m match in Lancashire (Building Better Opportunities Programme)</u></p> <ul style="list-style-type: none"> <li>• Working with People 50+ with Low or No Skills 1.4: £2.91m</li> <li>• Working with Younger People (NEETS) 1.4: £2.67m</li> <li>• Digital Inclusion 1.4: £2.9m</li> <li>• Working with Disadvantaged Groups 1.4: £3.62m</li> </ul> <p><u>ESF to be matched (open calls)</u></p> <ul style="list-style-type: none"> <li>• Completed Open Call Blackpool Employment and Mental Health 1.1: £1.67m</li> <li>• Open Call 1.4 Active Inclusion: £8.25m</li> <li>• Open Call 2.1 Widening Participation: £4.45m</li> <li>• Future Open Call 2.1 Leadership and Management: £4.95m</li> <li>• Future Open Call 2.2 Small and Medium Enterprises (SME): £4.59m</li> </ul>



<p>Engage with and influence future mainstream 'skills' allocations to meet Lancashire priorities. Area review underway (working with SFA, BIS and DfE), based on intelligence / needs of Lancashire.</p>	<p><u>Area Based Review</u> Working Group established and meeting regularly to prepare for the Area Based Review. Lobbied Government for one review for Lancashire.</p> <p><u>Devolution</u> Work undertaken to scope asks for Lancashire, mapped to the priorities in the Skills and Employment Strategic Framework.</p>
<p>Evidence of innovation and new products facilitated by the Lancashire Skills Hub.</p>	<p><u>Lancashire Enterprise Adviser Network - Pilot and Roll Out</u> Piloted from January 2016 in Burnley and Blackburn with Darwen, funding secured to roll out to Lancashire over the next two academic years.</p> <p>20 Schools currently engaged with further schools engaging from September 2016. Funding has been secured for a further 2 academic years from September 2016 with further roll out across Lancashire in September 2017.</p> <p><u>Engaged with DWP to secure a JCP Pathfinder into Schools</u> One of six nationally.</p> <p><u>Lancashire Science Festival:</u> There were more than 13,000 visitors over the 3 days of the festival. It is estimated that over 660 young people, 175 adults and around 70 schools took part in the City Deal stand's activities.</p> <p>During the festival number of teachers asked if the Lego game could be brought into schools and the CEIAG Taskforce will look at this and other ways of taking the good practice from the Science Festival forward.</p> <p><u>Digital Advantage</u> 9 Schools currently engaged, delivery to start in Autumn term.</p>
<p>Evidence of marketing and communications activities which have engaged new employers and learners.</p>	<ul style="list-style-type: none"> <li>• 'The Lancashire Skills and Employment Conversation' Two events were held on the week of 2nd November 2015. Invitations were sent by email and posted to the LEP website and on the Lancashire Skills Hub Twitter feed. 39 attended the Employer event and 48 attended the Provider and Partner event.</li> <li>• Apprenticeship Levy Event for Employers: Invitations sent by email and information posted on the LEP Website. Press Release also created.</li> <li>• A schedule of press releases for the Growth Deal Skills Capital round 1 projects has been developed with SKV, who are employed by the LEP to support communications. A number of press releases have been issued featuring the investments in engineering facilities at Runshaw College, Nelson and Colne</li> </ul>

College and Training 2000, as well as showcasing the investment in 'Energy HQ' at Blackpool and Fylde College and the investment in the Fleetwood Nautical Campus

- Lancashire Skills Hub website is currently in draft form and is due to launch in September, pending Skills Board approval.
- Twitter account established and followers growing, currently at 318 followers.
- Communications Plan developed July 2016.
- Attendance at various networking events as key note speakers to promote the Lancashire Skills Hub and the Skills and Employment Board, and events and meetings promoting messages, for example:

Events:

- Growth Deal Skills Capital Fund – Launch and Information Event
- 'Inspiring Our Young People' – LMI event for teachers and IAG practitioners in partnership with National Careers Service
- Apprenticeship Levy Event for Employers
- Lancashire City Deal Science Festival
- Construction Hub Events (approx. 40 attendees)

Presentations and inputs at a range of meetings, networks and conferences, including:

- WBL Forum
- Economic Development Leads
- Blackpool Journey to Work Group
- Breakfast@8
- Blackburn with Darwen Employment and Skills Summit
- Chorley Borough Council Skills & Employment Board
- East Lancashire Chamber of Commerce
- NEET/Skills Meeting
- Education Scrutiny Committee
- Lancashire HR Forum
- Lancaster Vision Conference
- Skilled Lancashire
- Logistics Round Table Event
- Looked After Children Board
- NCS Provider Meeting
- North West Aerospace Alliance Conference
- Regenerate Pennine Lancashire
- South Ribble Partnership
- UKTI Aerospace Visit
- Youth Council
- BOOST Conference
- West Lancashire Partnership – Executive Group
- West Lancashire Skills Training and Employment Partnership (STEP)
- The Lancashire Colleges Group

Valued by local stakeholders.	<ul style="list-style-type: none"> <li>• Apprenticeship Levy Event: 49 Businesses, (64 delegates) attended. 32 completed evaluations and over ¾ stated that they would be interested in further events.</li> <li>• Good continued relationships have been formed with partners and stakeholders, which are evident in the communications, meeting and event invitations received.</li> </ul>
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### 3.0 Recommendations for Success Criteria for 2016/17

- Skills and Employment Framework refreshed with continuing ownership of key stakeholders; evidence of action in accordance with the timelines in the framework.
- Continue to align ESIF & Growth Deal skills capital funding to the priorities in the Framework allocating the remaining funding.
- Continue to engage with and influence future mainstream 'skills' allocations to meet Lancashire priorities. Area review completed (working with Skills Funding Agency and Department for Education), based on intelligence/needs of Lancashire.
- Evidence of innovation and new products facilitated by the Lancashire Skills Hub.
- Evidence of communications activities which have engaged new employers and learners.
- Valued by local stakeholders.



**Purpose**

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

**Key Objectives**

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

**Success Criteria for 2015/16**

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

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

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