

## **LEP - Lancashire Skills and Employment Advisory Panel**

**Wednesday, 3rd April, 2019 in Committee Room 'B' - The Diamond Jubilee Room, County Hall, Preston, between 8.00am and 9.30am**

### **Agenda**

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

- 1. Welcome and Apologies for Absence**
- 2. Declaration of Interests**
- 3. Minutes of the last meeting. (Pages 1 - 6)**
- 4. Skills and Employment Advisory Panel (Pages 7 - 16)**
- 5. Lancashire Skills Hub Update (Pages 17 - 26)**
- 6. Lancashire Digital Skills Partnership - Progress Report (Pages 27 - 32)**
- 7. Tech Talent Charter (Pages 33 - 36)**
- 8. Apprenticeship Action Group (Pages 37 - 48)**
- 9. Update on the Lancashire Enterprise Partnership review**  
Oral report.
- 10. Reporting to the Lancashire Enterprise Partnership**
  - 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.
- 11. Any Other Business**
- 12. Date of Next Meeting**

The next scheduled meeting of the Committee will be held at 8am on the 12<sup>th</sup> June 2019 in Committee Room B – The Diamond Jubilee Room at County Hall, Preston.





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

**Minutes of the Meeting held on Wednesday, 21st November, 2018 at 8.00 am at the Committee Room 'B' (The Diamond Jubilee Room) - County Hall, Preston**

### **Present:**

Joanne Pickering - Chair

Gareth Lindsay

Lynne Livesey

### **Observer**

Chris Hebblethwaite, District External Relationship Manager, Department for Work and Pensions

Dean Langton, Chief Executive, Pendle Borough Council

Ruth England, Head teacher, Shuttleworth College

Andrew Dewhurst, Director, Affilius Group

Councillor Mark Townsend, Leader of Burnley Council

### **In Attendance**

Sara Gaskell, Strategic Partnership Manager (Adults), Lancashire Skills Hub

Tracy Heyes, Strategic Partnerships Manager (Employers), Lancashire Skills Hub

Ryan Hyde, Business Support Officer, Lancashire County Council

Mike Neville, Senior Democratic Services Officer, Lancashire County Council

Dr Michele Lawty-Jones, Skill Hub Director, Lancashire County Council

Janet Jackson, Strategic Partnership Manager (Young People), Lancashire Skills Hub

Martin Hill, City Deal Skills and Employment Coordinator, Lancashire County Council

Kerry Harrison, Digital Skills Coordinator, Lancashire County Council

Paul Faulkner, Local Democracy Reporter, Lancashire Post

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

The Chair welcomed everyone to the meeting. Apologies for absence were noted from Amanda Melton, Bev Robinson, Mark Allanson and Lindsay Campbell.

It was noted that Paul Holme had now resigned from the Committee. The Committee noted their thanks to Paul for his service to the Committee and wished him well for the future.

### **2. Declaration of Interests**

Gareth Lindsay declared an interest in item 12 – European Social Funds (ESF) – Education Skills Funding Agency (ESFA) Opt-In Projects – Performance Report as his organisation, North Lancs Training Group, was involved in the delivery consortium for this project.

It was agreed that Gareth could remain and take part in any voting, if required.

### **3. Minutes of the meeting held on 10 October 2018**

**Resolved:** That the minutes of the meeting held on the 10<sup>th</sup> October 2018 are approved as an accurate record and duly signed by the Chair.

### **4. Matters Arising**

The Committee was informed that, following the meeting held on the 10<sup>th</sup> October 2018, the Education and Skills Funding Agency had requested that the resolution regarding item 9 'European Social Funds (ESF) – Education and Skills Funding Agency (ESFA) Opt-In' be amended in order to clarify that the Committee was required to sign off the plans to release the funds for the plans from the ESFA to providers.

**Resolved:** That the Lancashire Skills and Employment Board:

1. Approve the changes to the Capacity Building/Engagement Activity Plans, subject to maintaining the original amount of allocated funding to Mental Health and Complex Barriers Specialist Awareness to enable release of the funds to the providers.
2. Note the allocations for the 2019-21 programme and extensions to the current projects.

### **5. Lancashire Skills and Employment Hub Update**

Dr Michele Lawty-Jones, Director of the Lancashire Skills and Employment Hub, presented a report which provided the Committee with an update on activity by Hub since the last meeting.

An additional recommendation was presented to the Committee to put forward a formal request to the Education Skills Funding Agency to have an observer on the Lancashire Skills and Employment Board.

It was suggested that the Committee should work in partnership with Lancashire Leaders in order to review the provision of apprenticeships in greater detail and establish examples of good practice for apprenticeships. The establishment of a Task and Finish group on the subject of apprenticeships to report to the next meeting of the Committee was subsequently proposed.

**Resolved:** That the Lancashire Skills and Employment Board:

1. Note the updates set out in the report.
2. Agree to put forward a formal request to the Education Skills Funding Agency to nominate an observer to serve on the Lancashire Skills and Employment Board.
3. Agree to establish a Task and Finish Group on the subject of apprenticeships (consisting of Gareth Lindsay, employer ambassadors and local authority leaders) to report to the meeting of the Lancashire Skills and Employment Board on the 3<sup>rd</sup> April 2019.

## 6. City Deal Skills and Employment Report

Martin Hill, City Deal Skills and Employment Coordinator, presented a report providing an overview of the information submitted by the City Deal Skills and Employment Steering Group.

It was emphasised that the performance is mainly in line with the targets for each of the key performance indicators. It was noted that, while there was a decline in the increased number of apprenticeship starts in all subjects, there had been a significant increase in the number of construction apprenticeships.

The increase in number of Job Seekers Allowance and Universal Credit claimants was accredited to changes in the classification of unemployment. It was noted that, while some areas of Lancashire had been very successful, other areas had not and it was reported that action would be taken to improve delivery in certain Districts.

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

## 8. Careers Information Advice and Guidance for Adults

It was agreed that Item 8 would be considered before Item 7.

Sara Gaskell, Strategic Partnership Manager (Adults), Lancashire Skills Hub, and Tracy Heyes, Strategic Partnerships Manager (Employers), Lancashire Skills Hub, presented a report which provided the Committee with an overview of the policy context for careers information advice and guidance for adults, as attached.

The Careers Strategy was highlighted as being a key document, with the aim being for it to support local industrial strategies so that careers advice is well positioned to provide support tailored to the needs of different areas. The National Careers Service would be one of the key delivery partners. The main target groups would include adults aged 18-24 who are not in education, employment, or training, single parents, and adults over 50 who are not in employment.

It was stated that there were 14 projects from within the European Social Fund delivering support, but that the Lancashire Skills Hub were seeking to work with others outside of the European Social Fund in order to improve the range of support provided.

It was suggested that a set of metrics of quality assurance be produced to provide the Committee with an understanding of what the support is expected to provide, which could also be used as a condition of funding. Concerns were raised about the potential exclusion of people with limited access to the internet from the support networks provided. However, it was stated that there were projects and plans in place to support these people. Geographical gaps in support were also being identified so that greater support could be provided.

**Resolved:** That the updates on the Careers Information Advice and Guidance for Adults are noted.

## 7. European Social Funds

Sean McGrath, External Investment/Funding, presented a report providing an overview of Lancashire's currently unallocated funds and informed the meeting that any uncommitted funding would form part of a National Reserve Fund.

Whether the projects under IP 2.1 could be match funded using the Apprenticeship Levy was queried and there were concerns about the amount of time required in order to determine this.

**Resolved:** That the Lancashire ESIF Committee be recommended to refer the proposals detailed in Table 1 in the report presented for submission to the DWP.

## 9. Technical Education Vision

Janet Jackson, Strategic Partnership Manager (Young People), Lancashire Skills and Employment Hub, presented a report which provided the Committee with an update on the Technical Education Vision.

It was reported that a key aim of the Vision was to ensure tutors in colleges are closer to the industry and can have a better understanding of it so that they can provide technical education which is more tailored to a career in the industry. The Committee noted that following the recent budget announcements by the national Government, employers will pay a rate of 5% of apprenticeship costs – down from 10% which was aimed at enabling more small businesses to encourage apprenticeships.

The Lancashire Technical Education Steering Group will provide updates to the Lancashire Skills and Employment Board through the Lancashire Skills and Employment Hub Update report.

**Resolved:** That the update on the Technical Education Vision is noted.

## 10. LEP Review

*At this point, Graham Cowley, Director on the Lancashire Enterprise Partnership Board, and Kathryn Molloy, Head of Service, LEP Coordination, joined the meeting in order to present item 10 – LEP Review.*

It was reported that the Lancashire Enterprise Partnership was undergoing a review in accordance with the Government publication of its Local Enterprise Partnership Review – Strengthened Local Enterprise Partnerships.

Board membership was highlighted as being a key aspect of the review, with two thirds of the Board Directors required to be from the private sector, and increased diversity of the Directors. As the Chair of the Board was also stepping down in December 2018, a consultancy process for a new chair of the Lancashire Enterprise Partnership was also required.

It was reported that the Lancashire Enterprise Partnership would need to consider what it delivered directly, commissioned through other parties, and relied on other parties to deliver. However, it was emphasised that it was unlikely the role of the Lancashire Skills and Employment Board would change unless the Committee itself would like it to. It was suggested that this point be discussed

further at the informal meeting of the Committee on 6<sup>th</sup> February 2019, and that Graham Cowley would be invited back to this meeting to provide a further update on the LEP Review.

**Resolved:**

1. That the update on the LEP Review is noted.
2. That the future role of the Lancashire Skills and Employment Board be discussed further at the informal meeting on 6<sup>th</sup> February 2019.
3. That the Committee be kept informed of further developments in relation to the LEP Review.

*At this point, Graham Cowley and Kathryn Molloy left the meeting.*

**11. Exclusion of the Press and Public**

At this point the Lancashire Skills and Employment Board approved that the meeting move into Part II, Private and Confidential, to consider the remaining report as it contained information defined as confidential or exempt in accordance with the relevant paragraph of Part I to schedule 12A to the Local Government Act 1972 as set out in the report. It was considered that in all the circumstances of the case the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

At this point, Ruth England, Andrew Dewhurst and Paul Faulkner left the meeting.

**12. European Social Funds (ESF) - Education Skills Funding Agency (ESFA) Opt-In Projects - Performance Report**

The Committee were presented with an overview of performance for each of the Education Skills Funding Agency Opt-In projects against their current ESFA profiles.

Concerns were raised about the projected underspend for the Moving On (NEET) Project, but it was noted that any unused funding should be able to go back into the LEP allocation.

The volume of actual take up of the skills support for redundancy was highlighted as being significantly lower than the profiled volume. However, this was due to the volume of redundancies in the Lancashire area being significantly lower than projected.

It was noted that geographical gaps for skills support for unemployed were being addressed having brokered partnership working in districts with lower engagement. It was also stated that the project has broken the £3 million mark.

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

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

The Committee noted that the written resolution – Appointment of 4 New Skills and Employment Board Members - Head Teacher, Digital, Manufacturing and

Construction on 15 November 2018 would be reported to the Lancashire Enterprise Partnership for formal approval.

The Committee agreed that the Lancashire Enterprise Partnership be made aware of the Technical Education Vision launch on Friday 30 November 2018.

**14. Any Other Business**

None.

**15. Date of Next Meeting**

It was noted that the next informal meeting of the Committee was scheduled to be held at 8.00am on Wednesday 6<sup>th</sup> February 2019. It was agreed that this would be scheduled to last for the entire morning, and would be at a venue to be confirmed.

The next formal meeting was scheduled to be held in Committee Room 'B' – The Diamond Jubilee Room, County Hall, Preston at 8.00am on Wednesday 3<sup>rd</sup> April 2019.



## LEP – Sub Committee

### LEP - Lancashire Skills and Employment Board

**Private and Confidential: NO**

**Date:** Wednesday, 3 April 2019

### **Skills and Employment Advisory Panel Appendix A refers**

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

#### **Executive Summary**

This report describes the background to Skills Advisory Panels (SAPs) and the establishment of new Terms of Reference for the Skills and Employment Board which formally transitions the committee to the Lancashire Skills and Employment Advisory Panel.

In-line with the new Terms of Reference and Government guidance, it is recommended that a selection process for a Voluntary and Community Sector representative is advanced.

#### **Recommendations**

The Committee is asked to

1. Note the approval of the revised Terms of Reference for the Committee by the Lancashire Enterprise Board on the 19<sup>th</sup> March 2019 and the re-naming of the committee to the Skills and Employment Advisory Panel.
2. To approve the wording in the advert for the Voluntary and Community sector member and the proposed selection process, as set out in the report, with view to making a recommendation to the LEP Board regarding the vacancy.

## **Background and Advice**

### **1. Background - Skills Advisory Panels (SAPs)**

- 1.1 The Government formally announced the formation of Skills Advisory Panels in December 2018, following a year of research and modelling with 6 areas, including Lancashire. During the modelling, the Department for Education recognised that many LEP areas had Skills and Employment Boards that aligned with their ambitions regarding SAPs. SAPs are being driven by DfE



and align with the LEP Review i.e. Government expect every LEP (or Mayoral Combined Authority) to have a SAP as part of their governance.

- 1.4 The Government has outlined the remit and responsibilities of the SAPs and has also issued an analytical toolkit to support the analysis of local labour market intelligence to enable the SAP to identify skills and employment priorities. To support the adoption of the toolkit, each LEP and MCA has been offered a £75k Government grant to help support local analytical capacity.

## **2. Memorandum of Understanding with the DfE**

- 2.1 The Department for Education (DfE) issued a Memorandum of Understanding over the Christmas period to release the £75k, which was returned by the Director of the Skills Hub by the deadline of Friday 25<sup>th</sup> January, following approval by the LEP Executive Committee. To summarise, the funds will support the development of the LIS, the development of the local Labour Market Intelligence Toolkit, by combining the strength of the local toolkit with the analytical toolkit proposed by DfE, and data analyst capacity in the LEP. Whilst the funds are for one financial year, DfE have indicated that there might be further funding subject to progress in local areas.
- 2.2 Lancashire's Memorandum of Understanding has been approved by DfE and a grant determination letter issued for the release of the £75k for spend in 2019/20.
- 2.3 As part of the Memorandum of Understanding Lancashire committed to reviewing the current terms of reference of the existing Skills and Employment Board, with view to the committee adopting the remit and responsibilities of the proposed SAPs.

## **3.0 Terms of Reference**

- 3.1 Draft Terms of Reference (**Appendix A**) for a Lancashire Skills and Employment Advisory Panel were produced, in-line with Government guidance, and consulted on via email with the committee members and the draft recommended to the LEP Board.
- 3.2 The draft Terms of Reference were presented to the LEP Board at the meeting on the 19<sup>th</sup> March 2019 and were approved with no amendments. The Lancashire Skills and Employment Board is therefore now the Lancashire Skills and Employment Advisory Panel, fulfilling the remit and responsibilities, as laid out by DfE.

## **4.0 Voluntary and Community Representative**

- 4.1 In-line with the new Terms of Reference there is a need to identify and appoint a Voluntary and Community representative.
- 4.2 It is recommended that an open selection process is undertaken, mirroring the process undertaken to recruit private sector members.



- 4.3 The vacancy will be promoted via the Skills Hub website and social media and will also be promoted through appropriate networks and membership bodies, such as SELNET and CVS. Interested parties will be required to submit a CV and a statement of interest, outlining the added value that they could bring to the committee. A shortlist will be established with the Chair of the committee and interviews undertaken with the Chair and the Director of the Skills Hub. Another member of the committee is welcome to join the panel.
- 4.3 The proposed wording for the advert for the website is provided below:

***New Member sought to join the Lancashire Skills and Employment Board representing the Voluntary, Community and Faith Sector***

*Creating sustainable skills and employment to drive prosperity is key to Lancashire's future. The Lancashire Skills and Employment Board, which is part of the Lancashire Enterprise Partnership (LEP) is focused on identifying skills and employment priorities across Lancashire. We work with businesses, providers and partners to address the skills demands of Lancashire's growing businesses and to improve the economic health and well-being of our people.*

*As we develop to become the local Skills Advisory Panel, we are seeking a representative of the Voluntary, Community and Faith Sector (VCFS) to join the board to contribute to the development of strategy and planning.*

*The board meets six times a year, typically 8-10am on Wednesday mornings. Ideally members will represent the VCF sector and have an insight into the skills and employment issues that employers and service users in the VCF sector are experiencing.*

*As the government requires LEPs to improve gender balance and representation of those with protected characteristics on all boards and sub-boards, we would especially welcome expressions of interest from women and those with protected characteristics.*

*To put forward your interest, please email a CV and a statement of interest outlining the added value that you can bring to the board and experience in supporting strategic boards and committees, to Sankara, Sankara.Saravanan@lancashirelep.co.uk by xxx.*

*For an informal discussion please contact Dr Michele Lawty-Jones, Director of the Skills and Employment Hub, on 07825 996446.*

*For information about the Lancashire Skills and Employment Hub and the work of the board, please visit our website: <https://www.lancashireskillshub.co.uk/> and for information about the LEP see: <http://www.lancashirelep.co.uk/lep-priorities/skills-employment.aspx>*



### List of Background Papers

Paper	Date	Contact/Tel
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N/A

Reason for inclusion in Part II, if appropriate

N/A

## **LANCASHIRE SKILLS AND EMPLOYMENT ADVISORY PANEL** **Governance Structure and Terms of Reference – February 2019**

### **Composition**

1. Unless otherwise agreed by the Lancashire Enterprise Partnership, the Skills and Employment Advisory Panel shall comprise a maximum of 20 members.
2. The Members of the Skills and Employment Advisory Panel shall be appointed by the Lancashire Enterprise Partnership Board. Members shall be drawn from private sector industry (including small to medium enterprises) and relevant large employers, training and education providers, voluntary and community sector and Local Authorities.
3. The Members of the Skills and Employment Advisory Panel, as at the date of adoption of these Terms of Reference, are as follows:

#### **Chair**

Amanda Melton – LEP Board Director for Skills and Technical Education

#### **FE Sector (2)**

Beverley Robinson, Chief Executive – Blackpool and the Fylde College  
Dr Lis Smith, Principal and Chief Executive – Preston's College

#### **HE Sector (2)**

Dr Lynne Livesey, Deputy Vice Chancellor, University of Central Lancashire  
Mark Allanson, Pro Vice-Chancellor, Edge Hill University

#### **Training (1)**

Gareth Lindsay, Managing Director, North Lancashire Training Group

#### **School Headteacher (1)**

Ruth England, Head Teacher, Shuttleworth Burnley

#### **Voluntary and Community Sector (1)**

Vacancy

#### **Private Sector**

Joanne Pickering, Director of HR, Training and Quality, Forbes Solicitors and Chair of the Lancashire HR Employers Network (**Deputy Chair**)

Lindsay Campbell – Partner Director Campbell & Rowley Catering and Events Ltd

Andrew Dewhurst – Digital Sector – Director of the Affilius Group

Neil Conlon – Construction Sector – Divisional Director, Conlon Construction Recruitment process for further Private Sector and Large Employer members

#### **Local Authorities (2)**

Lancashire Leader's Lead Member for Skills and Education – Mark Townsend, Leader of Burnley Council

Lancashire Leader's Lead Chief Executive for Skills and Education – Dean Langton, Chief Executive of Pendle Borough Council

4. Members are responsible for declaring potential conflicts of interest at the beginning of each meeting. It is member's responsibility to ensure that they leave the meeting for items for which the conflict of interest may result in inappropriate commercial advantage or gain.
5. The Lancashire Skills and Employment Advisory Panel may invite any persons it sees fit to attend meetings as observers. Observers shall be subject to the LEP Assurance Framework protocol on observer attendance at meetings.
6. Members are required to attend meetings regularly and attendance will be monitored. If a member is unable to attend a meeting apologies should be given prior to the meeting. Dial-in to meetings will be permitted by exception and must be requested in advance via the Company Secretary (or their nominee), and will require agreement by the Chair.
7. When considering the appointment of additional members to the Lancashire Skills and Employment Advisory Panel, perceived gaps in knowledge / experience, together with sectoral and geographical coverage will be taken into account. Gender balance on the panel should also be considered when new members are appointed; at a least a third of members should be female, and 50% from 2023 in-line with national guidance.

### **Representatives of Government Bodies**

8. Local representatives of Government Bodies including the Education & Skills Funding Agency (ESFA), the Cities and Local Growth Unit and Jobcentre Plus will also be invited to attend meetings. Local representatives do not have voting rights. The named representatives are currently as follows:

#### **ESFA**

Stephen Jones, Head of FE Territorial Team (Lancashire, Knowsley and St Helens)

#### **Cities and Local Growth**

Paul Evans, Assistant Director

Katherine O'Connor, Senior Ministerial and Policy Manager

#### **Jobcentre Plus**

Chris Hebblethwaite, External Relationship Manager, Cumbria and Lancashire District

### **Chair and Deputy Chair**

9. The Lancashire Enterprise Partnership Board shall appoint the Chair. The Chair will also be appointed to the Lancashire Enterprise Partnership Board in accordance with Government guidance for Skills Advisory Panels. The

Chair's term and arrangements for re-appointment will mirror that of the Lancashire Enterprise Partnership Board Chair's terms, i.e. the term will be for a fixed time period as set out in the Lancashire Enterprise Partnership Assurance Framework.

10. The Chair shall not have a casting vote.
11. The Lancashire Skills and Employment Advisory Panel may appoint one of its number to act as Deputy Chair ("Deputy Chair").

### **Quorum**

12. The quorum for Lancashire Skills and Employment Advisory Panel meetings shall be 3.
13. If within fifteen minutes from the time appointed for the holding of a Lancashire Skills and Employment Advisory Panel meeting a quorum is not present, the meeting shall be adjourned. The Secretary shall arrange for the meeting to take place within two weeks.

### **Secretary**

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

### **Meeting Frequency**

16. The Skills and Employment Board shall normally meet up to six times per annum

### **Decisions in Writing**

17. A resolution in writing approved by the majority of the members of the Skills and Employment Advisory Panel shall be as valid and effectual as if it had been passed at a meeting of the panel.

### **Remit**

18. The Skills and Employment Advisory Panel's primary responsibility is to consider skills and employment priorities within Lancashire, Blackpool and Blackburn and any related issues and make recommendations on the same to the relevant bodies. In doing so, the Skills and Employment Advisory Panel shall:

- i) commission and maintain a robust evidence-base and labour market analysis which identifies existing and futures skill and employment demands and issues in the LEP area;
- ii) oversee the implementation and refresh of the Lancashire Skills and Employment Strategic Framework for the area which is consistent with the wider economic priorities set out in the LEP's Growth Plan and contribute to the development and implementation of the 'People' element of the Local Industrial Strategy;
- iii) develop and promote skills-related initiatives and programmes aligned with agreed priorities, as part of the Lancashire Plan and the Local Industrial Strategy, working proactively with the Lancashire Leaders and the 'All Age Skills, Education and Employment' theme group;
- iv) identify and work with other LEP areas on skills issues of strategic and cross-boundary significance;
- v) foster co-operation between providers in the mix of provision available in the LEP area and actively work with providers to enable skills and employment needs to be met;
- vi) drive the implementation of key policy areas to the benefit of Lancashire employers and learners, for example, the Careers Strategy, T Levels, Apprenticeships and the National Retraining Scheme;
- vii) contribute to key LEP objectives including increasing productivity and enabling innovation, working proactively with committees within the LEP governance;
- viii) advise on priorities and the deployment of skills funding locally; and
- ix) work proactively with DfE to influence national policy and the prioritisation and commissioning of funding.

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

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

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

### **Relationship with Lancashire County Council**



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

**Publication of Papers**

24. The agendas and papers of the Lancashire Skills and Employment Advisory Panel will be published on the LEP's website in accordance with the LEP's Assurance Framework.





## LEP – Sub Committee

### LEP - Lancashire Skills and Employment Board

**Private and Confidential: NO**

**Date:** Wednesday, 3 April 2019

### Lancashire Skills Hub Update

Report Author: Dr M Lawty-Jones, Director of the Lancashire Skills Hub,  
Michele.Lawty-Jones@lancashirelep.co.uk

#### **Executive Summary**

This paper provides an overview of activity since the last formal committee meeting in November 2018.

#### **Recommendation**

The Board is asked to note the update.

## **Background and Advice**

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

- 1.1 The Lancashire Enterprise Adviser Network has grown from 129 schools and colleges in November 2018, to 130. Of the 130, 117 have been matched with at least one volunteer business leader (Enterprise Adviser). Since the start of the 2018/19 academic year (Sept 2018 – February 2019), there have been over 80,000 employer encounters involving young people from across the Lancashire area. Typical encounters range from traditional careers fairs, interview days, speed networking, enterprise weeks, dragons' den, apprenticeship assemblies and guest speakers.
- 1.2 The general feeling across the network is that schools and colleges are becoming more familiar and comfortable with this type of activity which in turn is driving up the demand of local employers. Therefore, a key priority moving forward is to increase the network of employers across Lancashire who will agree to support schools in whatever capacity they can. The Hub and Inspira will be teaming up with the Careers and Enterprise Company (CEC) to be part of a national campaign, 'Give an Hour', which will align with the Lancashire Skills Pledge, to encourage new employers to get involved. The campaign is being run in a select number of LEP areas across the Country. A task group



has been created to take this forward. It is anticipated that the work will be completed by the end of the summer.

- 1.3 The focus of the Enterprise Adviser Network is supporting schools to achieve Gatsby Benchmarks 5 and 6 which focus on ensuring that young people have a minimum of one employer encounter each year from Year 7 to Year 13, and that one of those encounters is in the workplace. The Grant Offer from the Careers and Enterprise Company has targets for achievement of these Benchmarks: 50% of schools and colleges within the network to achieve the Benchmarks by August 2019 and 75% by August 2020. The current achievement level is 52% (35%<sup>1</sup>) achieving Benchmark 5 and 49% (45%) achieving Benchmark 6.
- 1.4 The Careers and Enterprise Company convened an Enterprise Coordinator training and sharing good practice event in Leeds on the 12<sup>th</sup> and 13<sup>th</sup> February 2019. Enterprise Coordinators from Lancashire were invited to deliver good practice workshops over the two days, focusing on their approach to standardisation and use of the TRACKER careers planning tool. Over 200 delegates from across the UK attended these workshops. The Careers and Enterprise Company has also made a request to come and spend time shadowing the Lancashire team, recognising good practice in the area.
- 1.5 The Careers Hub pilot for Lancashire commenced in September 2018. As previously reported the Careers Hub covers Burnley, Pendle and Blackpool and aims to support all 30 schools and colleges to meet all 8 of the Gatsby Benchmarks by 2020. The lead school for the Hub is Shuttleworth College in Burnley. Ruth England, Head Teacher currently represents Lancashire on the CEC Head Teacher Advisory Group and has also recently joined the Blackpool, Blackburn with Darwen and Lancashire School Improvement Board as Careers Hub lead and to provide a conduit to the Lancashire Skills and Employment Board.
- 1.6 Careers Hub meetings have been held in Blackpool and Burnley and Pendle this term with a focus on evaluation, career planning and work place visits. All schools and colleges within the Careers Hub have also received funding from the Careers and Enterprise Company through the Virtual Wallet system. Providers have commenced the delivery of provision which includes Young Enterprise, FutureFirst, Volunteer it Yourself, Digital Advantage, EDT and Opus. The provision includes encounters with employers and will support progression against Benchmarks 5 and 6. Schools and Colleges within the Hub will also receive an allocation of £2,000 each from the Central Hub Fund this term to support achievement of the wider set of Benchmarks over this and the next academic year; plans will be submitted outlining how the funds will support progression against one or more Benchmarks to release the funds. The funds

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<sup>1</sup> Previous reporting figure

are made up of funding from the Careers and Enterprise Company and match from Blackpool Opportunity Area, and Burnley and Pendle Councils.

- 1.7 The focus this academic year is supporting schools to achieve 4 Benchmarks as an average. The achievement is currently an average of 3.4 Benchmarks. A small number of schools are on track to achieve 8 Benchmarks this academic year.
- 1.8 The Careers Hub Enterprise Coordinators work very closely with Enterprise Coordinators across the rest of Lancashire, ensuring that the learning from the Careers Hub is cascaded to all institutions. The Lancashire Enterprise Adviser Network and Careers Hub Annual Conference will be held on the 20<sup>th</sup> June 2019 at Park Hall, Charnock Richard and will facilitate the sharing of best practice with a focus on linking curriculum learning to careers (Benchmark 4). The key note speaker is Sir John Holman, creator of the Gatsby Benchmarks and Committee members are welcome to attend the conference.

## 2. European Structural Investment Funds (ESIF)

- 2.1 The recommendations from the November Committee were discussed at the ESIF Committee in January, regarding allocation of remaining European Social Funds in the programme. Work is now ongoing with DWP to plan direct calls under investment priorities 1.4 and 2.2; it is likely that remaining funds under other investment priorities and 1.4 will be allocated to opt-ins as per the discussions in November.
- 2.2 The Education Skills Funding Agency (ESFA) opt-in procurement process has been completed and contracts issued. The Skills Hub attended the Evaluation Panel and was able to comment on process. Projects will commence from the 1<sup>st</sup> April 2019, as current projects end on the 31<sup>st</sup> March. The following providers have secured the contracts:
 

1.1	Skills Support for the Unemployed	People Plus (change)
1.2	NEET provision	Preston's College (no change)
1.4	Community Grants	WEA (new provision)
2.1	Skills Support for the Workforce	The Growth Company (change)

Meetings have been undertaken to support transition where new providers have secured contracts. Tripartite meetings have also been held by the ESFA with providers and the Skills Hub to ensure that the requirements of the LEP are fully understood and to agree reporting processes, including Steering Groups which will feed into the Committee.

- 2.3 Discussions are on-going regarding the transfer of the Strategic Partnership Manager roles that are currently funded through the 1.1, 1.2 and 2.1 ESFA opt-in project. **A verbal update will be provided at the meeting.**



- 2.4 The Escalate on-line referral tool to support people on their journey into work was launched in April 2018. The system includes all ESF funded projects targeting adults, and has been expanded to include the National Careers Service, college activity aimed at supporting adults into work and Job Clubs. Phase two of the system is currently being developed. This includes: improved reporting, note on funder, click to call and printable results.
- 2.5 Following on from the positive feedback from the marketplace attendees at the Escalate launch events, the Lancashire Adult Skills Forum decided to hold a further 7 regional events to support cross project working. The aim of the events was to bring together front line workers across the ESF projects and other providers to enable them to start some positive conversations and to facilitate an increase in cross project referrals and progressions. The third event took place in Blackpool on the 25th January 2019. 95% of participant's feedback is that the event completely met their expectations with over 80% feeding back that they would welcome additional partnership networking events.
- 2.6 From April 2018 until 14<sup>th</sup> March 2019, 2387 searches were made on the Escalate system. The top 3 sectors searched for remain Retail, Customer Service and Hospitality & Catering. The highest support requests have been for confidence, mental health support, support with IT and the use of IT, and support with CVs and interviews. Intelligence regarding needs is being fed into the Adult Skills Forum to help shape local provision.
- 2.7 The Employer Skills Forum brings together partners to ensure that ESF provision for employers across Lancashire supports the strategic outcomes defined within the Lancashire LEP Skills and Employment Strategic Framework and adds value. The key focus of the forum currently is to ensure clarity of the skills support offer for employers both through existing mechanisms e.g. BOOST Support Directory/Skills Hub Support Directory and ensuring intermediaries are fully aware of the skills offer. An event is to be organised for April/May to bring together intermediaries and providers delivering the employer facing ESF skills provision to ensure full awareness of the offer. It is intended that this will include BOOST Business Relationship Managers, and Economic Development representatives from the districts, as well as other intermediary organisations.

### **3. City Deal**

- 3.1 A City Deal review is currently underway. The review is being undertaken by independent consultants, Steer, and will focus on both the commercial and residential sites earmarked for development. The outcome of the review will be fed into the City Deal Skills and Employment Steering Group to help shape future activity.
- 3.2 Following on the success of last year's programme, the City Deal 'Bridge the Gap' (the Lego Bridge building game in which young people are challenged to span the River Ribble and find out about construction careers) continues to go



from strength to strength. In the first 3 months of 2019 alone the programme has been delivered in a total of 11 schools across the City Deal area of Central Lancashire. A full evaluation report will be prepared at the end of the current academic year to highlight the numbers of schools and pupils engaged during the 2018/19 academic year.

#### **4. Social Value**

- 4.1 The Skills Hub have recently undertaken a review of the social value metrics currently in place across LEP projects with a view to aligning them with the National Framework, The National Themes Outcomes and Measures (TOMs). The TOMs have been developed by the Social Value Taskforce in collaboration with the Local Government Association National Advisory Group and represents a major breakthrough in establishing a simple, intelligible methodology and reporting standard for social value.
- 4.2 The TOMs utilises Government Office Green Book unit values to ascribe a financial value to profiled and actual outputs to inform procurement at tender stage and provide an ongoing performance management and reporting framework.
- 4.3 These revised measures have now been adopted as part of the monitoring and reporting of the Growth Deal programme and embedded in the procurement process for Boost 3 and as part of the assessment criteria for Rosebud Finances business loans.

#### **5. Growth Deal**

- 5.1 The Growth Deal programme continues to deliver positive employment and skills outputs across the project portfolio.
- 5.2 As highlighted in the recent report to the Growth Deal Management Board (12<sup>th</sup> December 2018), the programme has generated circa £5.5m in social value to date in employment and skills outputs (excluding benefits attributable to local spend and employment).
- 5.3 These outcomes have been delivered across a range of metrics including workforce development, apprenticeship provision, providing employment opportunities for priority groups (unemployed residents, NEET's etc.) and school engagement (see **Appendix 1** for the infographic).
- 5.4 An amount of underspend (c£16m) has been identified in the Growth Deal programme. The LEP Board has agreed a process for reallocating the funding, which is focused on existing projects and projects submitted for the Growth Deal 3 submission which were not allocated funding due to the level of Government funding awarded. The latter included a number of pipeline skills capital projects which were compiled to justify a pot of Growth Deal skills capital. Those providers that submitted into the pipeline have been contacted and given the opportunity to submit a project template for consideration against other projects that were submitted under Growth Deal 3.



## 6. Apprenticeship Update

- 6.1 An Apprenticeship Action Group has been established, in-line with the recommendation from the November committee, to review the drop in Apprenticeship starts in Lancashire in academic year 2017/18. A report from the group is provided under a separate agenda item.

## 7. Technical Education

- 7.1 The Technical Education Vision for Lancashire was launched on 30<sup>th</sup> November, with over 80 attendees, including employers, education and training providers, local authorities and government bodies attending. The spotlight panel on digital was well received, with good insights from employers on the future of Industry Placements for T Levels. Attendees requested continued action through regular conferences. The next is being planned with a provisional date of 24<sup>th</sup> May 2019. The launch was supported by a 16 page summary of the Lancashire Technical Education Vision which has already had to go to reprint due to its wide reach. The press release can be accessed here: <https://www.lancshireskillshub.co.uk/uncategorised/lancashire-sets-2030-vision-technical-education-drive-countys-economic-growth/> .
- 7.2 The Skills Hub responded to the Education and Skills Funding Agency consultation on funding for T Levels (response circulated via email for comment). The Lancashire Principals' Group and the Association of Colleges were included in discussions for the response. Whilst the adaptations to the current funding formula seem, in the main, reasonable for allocation of additional funds for T Levels, there is still concern overall at the level of the basic funding formula for Further Education, and for the additional costs for Industry Placements, including co-ordination and travel.
- 7.3 The Teach Too project with The Lancashire Colleges is now in its final stages. The Lancashire Skills Hub, along with The Lancashire Colleges and Digital Lancashire were one of 3 areas to present the local findings of the project to a 100+ audience at a national Association of Colleges dissemination event in London. Locally, the project has exceeded targets, reaching 33 employers and over 180 college staff. An evaluation report is currently being compiled – initial feedback from those involved has been excellent.
- 7.4 Work in the Routeway Networks continues, with the Digital Routeway Network having held a workshop looking at how development needs can be identified and supported. An innovative input to the workshop helped to develop communications strategies with employers. A report, funded by the Gatsby Foundation, which maps recent FE delivery to labour market information has been completed by EMSI and this will be used to lead discussion on future need in forthcoming meetings.

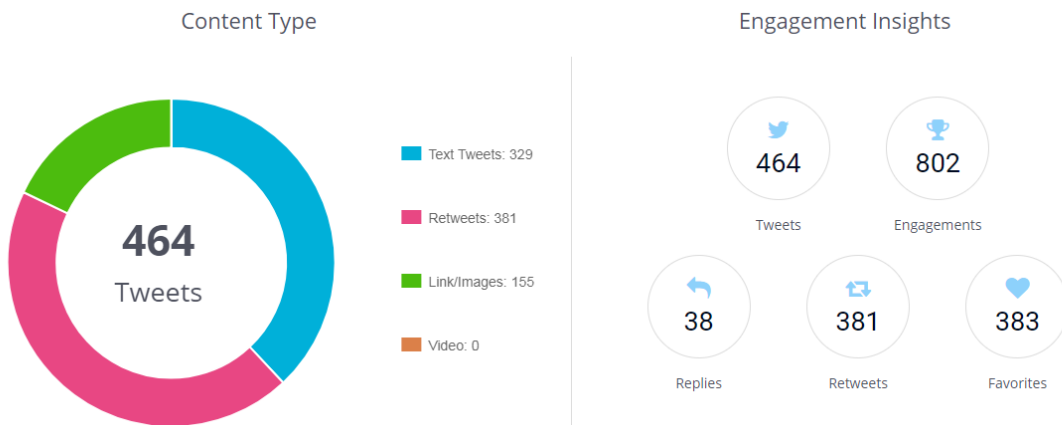




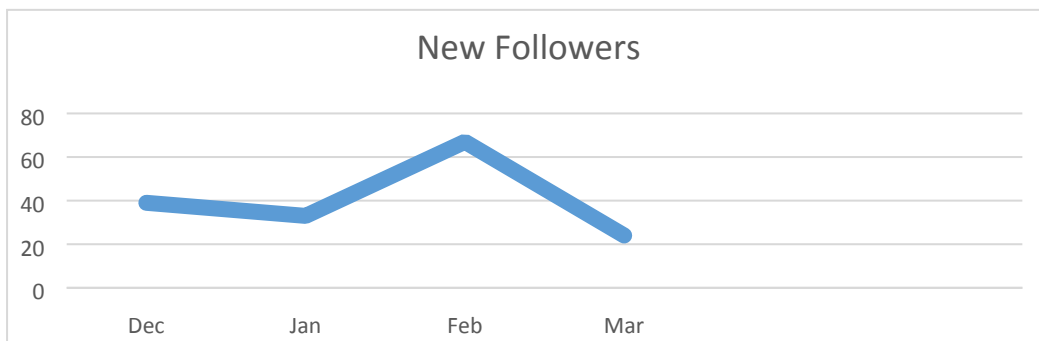
7.5 Awareness is continuing to be raised regarding Technical Education pathways (Apprenticeships and T Levels), with presentations to groups of FE staff, Information, Advice and Guidance groups and Work Based Learning Providers having taken place. Further events include a presentation to UCLAN staff.

### 8. Marketing and Communications

8.1 Twitter followers have increased from 1,475 as of 5<sup>th</sup> November 2019 to 1,707 on 20<sup>th</sup> March 2019. A twitter campaign was undertaken during National Apprenticeship Week, highlighting the benefits of recruiting Apprenticeships and showcasing Lancashire case studies, in partnership with the Lancashire Work Based Learning Forum. Some additional information includes:



Popular #Hashtags  
Most popular hashtags in used in your tweets





- 8.2 Sara Gaskell and Kerry Harrison supported the judging of the Red Rose Awards, judging the In-House Training and Digital Company categories.
- 8.3 Press releases were issued for the launch of the Technical Education Vision, as referenced previously, and also to report the award of Digital Skills Innovation Funds to Lancashire:

<http://www.thebusinessdesk.com/northwest/news/2038734-lancashire-wins-share-of-digital-skills-funding-from-government>

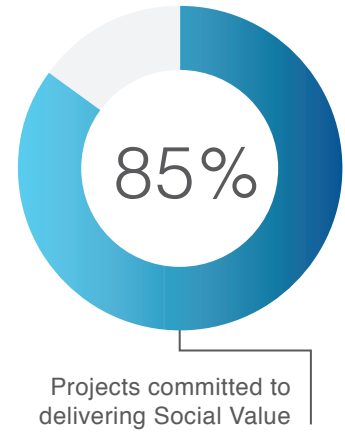
- 8.4 The Local Democracy Report, Paul Faulkner, did an excellent write up regarding technical education as a result of attending the launch event: <https://www.lep.co.uk/news/lancashire-to-lead-the-way-in-new-alternative-to-a-levels-1-9515016>

**9. Digital Skills Partnership**

- 9.1 An update in relation to the development of the Lancashire Digital Skills Partnership is provided as a separate agenda item.

**List of Background Papers**

Paper	Date	Contact/Tel
N/A		
Reason for inclusion in Part II, if appropriate		
N/A		



## Lancashire's Growth Deal Social Value Performance







## LEP – Sub Committee

### LEP - Lancashire Skills and Employment Board

**Private and Confidential: NO**

**Date:** Wednesday, 3 April 2019

### Lancashire Digital Skills Partnership - Progress Report

Report Author: Kerry L. O. Harrison, Digital Skills Coordinator,  
[Kerry.harrison@lancashirelep.co.uk](mailto:Kerry.harrison@lancashirelep.co.uk)

#### **Executive Summary**

The paper provides an overview of the development of the Lancashire Digital Skills Partnership, which was launched in April last year. The Digital Skills Coordinator was appointed in November, and the Network Groups established which link to the Digital Skills Partnership Steering Group.

The paper also provides an overview of example activities aligned with each of the strategic themes of the Lancashire Skills and Employment Strategic Framework – Future Workforce, Skilled and Productive Workforce, Inclusive Workforce and Informed Approach.

#### **Recommendation**

The Board is asked to note the update.

## **1.0 Background**

- 1.1 In the Digital Strategy, published in March 2017, the Government set out its commitment to improving the digital skills capabilities of individuals and organisations across England. It was recognised that a partnership approach was required to drive up digital skills. As a result the Government announced the formation of a National Digital Skills Partnership, bringing together public, private and charity sectors and key regional stakeholders to develop a more collaborative, coordinated and innovative approach to meeting the digital skills challenge.
- 1.2 The Industrial Strategy, published in November 2017, referenced the establishment of Local Digital Skills Partnerships to increase collaboration between public, private and charity sector organisations and help address local digital skills needs in more targeted and innovative ways in local areas.



- 1.3 The Department for Digital, Culture, Media and Sport has established the National Digital Skills Partnership, and is leading on supporting the development of pilot Local Digital Skills Partnerships across the country which are focused on local partners coming together to look at how best to tackle local digital skills needs across the spectrum.
- 1.4 Lancashire had already identified a need for action across the digital skills agenda and had started to embed this in to the Lancashire Skills and Employment Strategic Framework. This strategic planning and linked activity fundamentally lead to the successful bid to be a Local Digital Skills Partnerships pilot. The Lancashire Partnership the first pilot to be launched at the Lancashire Digital Skills Summit, held at EKM in Preston, in April 2018. The Department for Digital, Culture, Media and Sport awarded a grant of £75k to enable the appointment of a Digital Skills Partnership Coordinator for 12 months, associated costs and funds for events. The Coordinator will drive activity locally and also meet regularly with the Department for Digital, Culture, Media and Sport and Coordinators from other areas to support the roll out of Local Digital Skills Partnerships across the Country. Kerry Harrison was appointed to the Coordinator role and commenced employment in November 2019.
- 1.5 Since the launch, two further pilots have been launched in the West Midlands and the Heart of the South West. A further 3 Local Digital Skills Partnerships will be formally announced in the coming months; Cornwall and the Isles of Scilly will launch first at the Eden Project on Thursday 25<sup>th</sup> May, 2019, Cheshire and Warrington in June and the South-East in July 2019.

## **2.0 Department for Digital, Culture, Media and Sport and Local Digital Skills Partnerships support**

- 2.1 Support mechanisms from the Department for Digital, Culture, Media and Sport for Regional Coordinators have developed to include weekly phone calls and monthly face to face meetings at Whitehall. The meetings provide opportunity to share good practice and lessons learnt with other Local Digital Skills Partnerships.
- 2.2 Regular blogs are now scheduled to be published on the DSP website starting with an introduction to the Regional Coordinators:  
<https://digitalskillspartnership.blog.gov.uk/2019/02/26/introducing-the-dsps-regional-coordinators-kerry-harrison-lancashire/> and a follow up blog on the work of the Lancashire DSP with National Partners:  
<https://digitalskillspartnership.blog.gov.uk/2019/03/06/the-work-of-lancashires-digital-skills-partnership/>. A Lancashire focused Freeformers blog being jointly written by Laura Myers - Lancashire Adult Learning, Kerry Harrison and Freeformers will also be published shortly.
- 2.3 A new DSP logo has been produced and can be used on marketing materials and by all partners.





2.4 Lancashire are one of only 4 areas in the Country to successfully secure Digital Skills Innovation Fund (DSIF). Lancashire has been allocated £261,000 towards Digital Skills projects which will support unemployed into digital roles and support self-employed females and females in the workplace to develop their digital skills.

Official announcement of the fund was made on Friday 15<sup>th</sup> March:

<https://www.gov.uk/government/news/coding-to-be-taught-in-prison-to-help-offenders-return-to-the-world-of-work> &

<http://www.thebusinessdesk.com/northwest/news/2038734-lancashire-wins-share-of-digital-skills-funding-from-government>

2.5 A number of introductions have been made by the DCMS and DSP that have been followed up accordingly - these include: MyBank, The Business Café, Tech Talent Charter, Tech North Advocates, Office for Civil Society, Founders4Schools, Lloyds, Google, Good Things Foundation, Freeformers, Code First Girls, Devon County Council, OneDigital. Work is underway to consider the range of activities that are available and how these could add value to activity already in place locally.

2.6 Kerry Harrison was invited to present the National DSP 'Asks' to the Digital Enterprise Delivery Group chaired by Mark Temple from Lloyds. Mark is trying to promote greater links between the LDSPs and his group. From this a number of introductions were made including OneDigital and also CISCO who offered an industry day visit to their Idea Centre in Manchester.

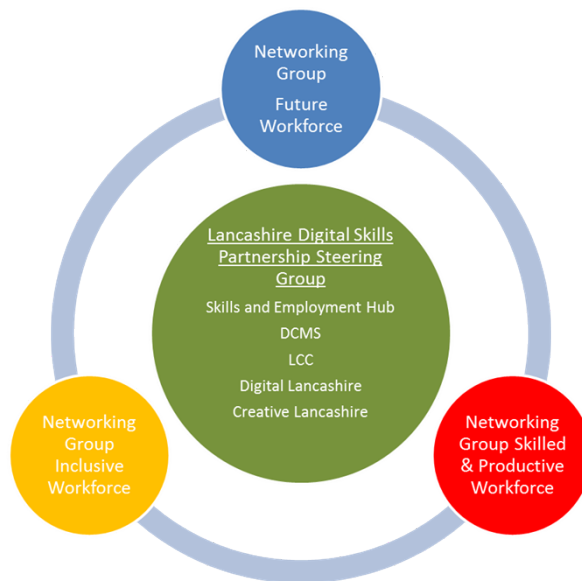
### **3.0 Steering Group and Networking Groups**

3.1 As per the update provided at the last formal committee meeting, a Steering Group for the Partnership has been established, chaired by Mike Blackburn, LEP Board Director. A key task has been to establish the networking groups to enable broader stakeholder engagement in the partnership. Figure 1 provides an overview of the model.

3.2 The Future Networking Group and Skilled and Productive Workforce Networking Groups launched at the end of January. Both were well attended and feedback was positive, for example: "everyone round the table seems on board, listening to the issues faced by the different areas; useful network/partnership; good to learn about initiatives happening currently and aspirations for the group; great to meet people, hear about initiatives and the journey so far".

3.3 The Networking Groups agreed to meet quarterly and will rotate location around the County allowing opportunities to show case locations such as Strawberry Fields, Chorley.

3.4 The Inclusive Workforce Networking Group sits within the Adult Skills Forum. As a result, this group has met more frequently with a meeting in January and March, following an introduction in November.



**Figure 1 – Structure of the Lancashire Digital Skills Partnership**

#### 4.0 Activity aligned with the Strategic Themes

The following provides an insight into examples of activities, aligned with each of the strategic themes.

##### 4.1 Future Workforce

- a. Sixty Year 9 pupils from Blackpool secondary schools attended the Lloyds Rediscover event, which included 10 pupils from each of the following schools: Aspire Academy; Montgomery High School; St George’s High School St Mary’s RC Academy; South Shore Academy, and Unity Academy. Feedback from the pupils involved was excellent. Further discussion has been had with Lloyds regarding rolling out events across Lancashire and developing a sustainable model for the future.
- b. Technical Education development activity has had a focus on Digital with the Teach Too project, secured and delivered in collaboration with The Lancashire Colleges (TLC). The project involved digital employers providing masterclasses and industry days to tutors and teachers from across Lancashire. The project has exceeded targets, reaching 33 employers and over 180 college staff. An evaluation of the project is currently in production.
- c. Chorley Hack Event – a very successful event was run at Chorley Town Hall with 30 primary and secondary schools working with local employer mentors and a National DSP partner (AWS) to code something to educate on Cyber-security or Online bullying. BOOST and the LDSP supported this event; BOOST provided a prize (iPad) and Kerry Harrison was a judge. Shaheen Gul, Enterprise Coordinator for the area, linked employers to be mentors during the event and built the event into careers plans with the secondary schools.





- d. IDea - Duke of York Awards - we introduced the iDea Awards scheme to the Networking groups. The iDea Awards enables individuals to develop their digital skills through bite-size on-line learning and the achievement of badges. We have worked with the office at Buckingham Palace to create a Lancashire badge which allows tracking of involvement across Lancashire – details below:

Badge Name Digital Skills Lancashire 18+, Badge Code: D1G1LANCS18UP.  
Badge Name: Digital Skills Lancashire Under 18, Badge Code:  
D1G1LANCS18UN

#### 4.2 Skilled and Productive Workforce

- a. Google Garage - over 600 people from SMEs across Lancashire have attended workshops, a second round of training is now being offered with partners, including Economic Development Officers in the Local Authorities, to fully utilise the offer of 1000 training places from Google. March and April will see more courses - 6 are planned so far.
- b. Whilst the initial training has been warmly received by the employers involved, there is a need to consider follow up and progression from the Google Garage events (beyond being signposted to the Google Garage in Manchester, which is due to close on the 13<sup>th</sup> April). Work is underway with Lloyds who have responded to the SME feedback on the Google Garage training; Lloyds are developing two programmes for SMEs. The first is branded 'Digital Know How' Workshops. The first session is in planning for April, and is likely to be held at The Landmark in Burnley. The second Lloyds programme is likely to be a staged programme of learning over 5 months.
- c. DTS learndirect have also set up Skills Support for the Workforce (SSW) courses designed to be next steps for SMEs who may have completed Google Garage Training. They are running 6 face to face sessions across the county on Digital Marketing and an online offer.

#### 4.3 Inclusive Workforce

- a. Freeformers/Facebook training is being delivered by Lancashire Adult Learning and Blackpool and Fylde College to millennials. Feedback is positive from this training.
- b. We are in talks with Lancaster and Morecambe College about offering the Freeformers training in the North of the County. We are also investigating whether this training could feature at The Festival of Making and are in liaison with Ed Matthews-Gentle, Senior Projects Officer, Business Growth.
- c. IDea - Duke of York Awards – was introduced. This scheme has been introduced in Wigan to adult learners and as a result digital exclusion in Wigan has reduced from a medium risk to a low risk. The Awards scheme is complementary to the provision currently delivered through ESF and mainstream funding.

#### 4.4 Informed Approach



Research regarding digital skills in Lancashire is currently being commissioned, to enable the sector study produced in 2015/16 to be refreshed and expanded, so that it is complementary to the strategic themes in the Lancashire Skills and Employment Strategic Framework. ESF funding, DCMS funding and funds from Digital Lancashire are supporting the commission.

### List of Background Papers

Paper	Date	Contact/Tel
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N/A		
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Reason for inclusion in Part II, if appropriate

N/A



## LEP – Sub Committee

### LEP - Lancashire Skills and Employment Board

**Private and Confidential: NO**

**Date:** Wednesday, 3 April 2019

### Tech Talent Charter

**Report Author:** Kerry L. O.Harrison, Digital Skills Coordinator,  
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#### **Executive Summary**

This report outlines the work of National Digital Skills Partnership (DSP) partner Tech Talent Charter.

#### **Recommendation**

The Committee is asked to recommend the Lancashire Enterprise Partnership Board to sign the Tech Talent Charter, showing both the LEP and Lancashire's Digital Skills Partnership's commitment to increasing diversity in the Tech Sector workforce and to encourage engagement of local businesses.

## **1.0 Background**

- 1.1 Tech Talent Charter is supported by the Government in the UK Digital Strategy. The Department for Digital, Culture, Media and Support support the Tech Talent Charter, as one of a number of measures aimed at addressing the gender diversity gap.
- 1.2 The Government announced in February 2018 that all Government departments would be signing up to the Charter. In January 2019, Margot James issued a call to all employers to join the Charter.
- 1.3 The Department for Digital, Culture, Media and Support are keen for the Local Digital Skills Partnership to engage.
- 1.4 If the Committee chose to support this diversity charter, Lancashire would be the first Local Digital Skills Partnership to do so and potentially could be the 300<sup>th</sup> signature.



## 2.0 Main Body

2.1 The Tech Talent Charter is a commitment by organisations to a set of undertakings that aim to deliver greater gender diversity in the Tech Workforce of the UK. Signatories of the charter make several pledges in relation to their approach to recruitment and retention and to work together to move the dial on diversity including:

- a) People - Have a senior-level, named representative with responsibility for the charter commitments.
- b) Plan - Adopt inclusive attraction and recruitment processes, working towards a goal that, wherever possible, women are included on the short list for interviews and diverse talent is actively encouraged to apply for roles.
- c) Ensure they have employment policies and practices that support the development and retention of an inclusive and diverse workforce.
- d) Practice - Work collectively with other signatories to develop, share and implement protocols and best practice for the practical implementation of the aims of this charter.
- e) Data - Contribute their employment diversity data into a common central anonymised database for publishing publicly in an annual report.

2.2 Signatories include employers, recruiters and organisations working to support diversity in the sector (including Higher Education); they include all companies which have digital at their heart and the charter thus spans organisations of all sizes, from across industry sectors, including the private, public and third sector. The Tech Talent Charter has grown from 17 to over 290 signatories in 2 years.

2.3 Tech Talent Charter site benefits to signatories includes:

- a. chance to be a leading force in driving diversity in the sector for the UK.
- b. Access to sector leading insights, programmes, initiatives, best of breed practices to improve diversity and inclusion across the entire talent pipeline.
- c. Access to sector-wide benchmarking data to understand your company's position across a range of indicators in relation to diversity.
- d. Opportunities to attend or to take leadership positions at events when some of the sectors most challenging HR problems are discussed and solutions shared.
- e. Opportunities for thought leadership to assist with brand perception and to aid recruitment.



- 2.4 The Tech Talent Charter aims to grow its membership, to connect the dots of existing activity in relation to diversity, to gather and share best practice across the sector and to measure progress through its annual benchmarking report.
- 2.5 The Charter is looking to work in closer partnership with LEPs and LDSPs to map existing provision, to gather and share best practice and to support the growth of joined up work on improving diversity at a local and regional level.
- 2.6 If the Lancashire LEP/Digital Skills Partnership sign the charter, The Tech Talent Charter would like to host a regional event in the Lancashire area. They see these events as an ideal catalyst for their aim to work closer with LEPs/Digital Skills Partnerships to promote the charter to businesses in local areas. Signatory would therefore be focused on promoting diversity in the Tech Sector in Lancashire.

### List of Background Papers

Paper	Date	Contact/Tel
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N/A

Reason for inclusion in Part II, if appropriate

N/A





## LEP – Sub Committee

### LEP - Lancashire Skills and Employment Board

**Private and Confidential: NO**

**Date:** Wednesday, 3 April 2019

### Apprenticeship Action Group

Appendices A and B refer

**Report Authors:** Lisa Moizer, Coordinator, Lancashire Skills Hub, [lisa.moizer@lancashirelep.co.uk](mailto:lisa.moizer@lancashirelep.co.uk) & Sara Gaskell, Strategic Partnership Manager - Adults, [sara.gaskell@lancashirelep.co.uk](mailto:sara.gaskell@lancashirelep.co.uk)

#### **Executive Summary**

This paper provides an update in regards to the work of the Apprenticeship Action Group. The formation of the group was an action from the last Skills and Employment Board in November 2018. It describes the process the Action Group has gone through to create an evidence base which has in turn enabled the Action Group to produce draft recommendations and an associated action plan.

#### **Recommendations**

The Committee is asked to:

1. Note the work of the Apprenticeship Action Group.
2. Review and comment on the draft recommendations and associated action plan, with view to a final version being submitted to the committee at the next meeting for approval.

## **1.0 Background**

- 1.1 At the last formal Skills and Employment Board in November 2019 it was suggested that the committee should work in partnership with Lancashire Leaders in order to review the reduction in Apprenticeship starts in Lancashire, the impact of the Apprenticeship Reforms and establish examples of good practice in relation to use of the Apprenticeship Levy. It was proposed that a task and finish group be established, which would report back to the committee.
- 1.2 An Apprenticeship Action Group has been established and the group has met on the 1<sup>st</sup> December 2018 and the 22<sup>nd</sup> January and 27<sup>th</sup> February 2019.



1.3 The membership of the Apprenticeship Action Group is as follows:

Vanessa Carthy	Lancashire County Council
Jennifer Clough	South Ribble Borough Council
Raeleen Duthoit,	Lancashire Work Based Learning Executive Forum
Sara Gaskell	Lancashire Skills Hub
Pam Goulding	Lancashire County Council
Janette Healy	DTS Learndirect
Dean Langton	Pendle Borough Council
Dr Michele Lawty-Jones	Lancashire Skills Hub
Gareth Lindsay	NLTG
Lisa Moizer	Lancashire Skills Hub
Mark Townsend	Burnley Borough Council

## 2.0 Summary of Apprenticeship Action Group's work to date

### 2.1 Evidence Base

An evidence base has been created from a broad range of national and local research and data. A key component of the data compiled was data purchased from a company called Bluesheep which enables identification of business workplaces where Apprentices are employed. This data can be cross referenced against the database provided to LEPs by the Department for Education which provides Apprenticeship numbers, levels, qualifications etc. Please refer to **Appendix A** for a full explanation of the data and the analysis of the Bluesheep data to-date.

The following research has contributed to the evidence base.

#### Local:

- Eunoia Associates report - Effective Employer Engagement Action Research Project (August 2018) commissioned by Lancashire Work Based Learning Executive Forum
- Learndirect qualitative research (Autumn 2018)
- Lancashire Work Based Learning Executive Forum survey feedback (January 2019)
- Local Authority survey feedback (January 2019)

#### National:

- City & Guild and ILM report - Flex for success, Employers perspective on the Apprenticeship Levy (January 2019)

2..1.1 Two questionnaires have been devised by the Action Group, one of which was completed by each of the Councils requesting information on levy spend and activity. The other was completed by a number of Lancashire based Apprenticeship Providers and was distributed by the Lancashire Work Based Learning Executive Forum. The results of both surveys have fed into the draft action plan.

### 2.2 Draft Recommendations and Action Plan





The evidence base has enabled the Action Group to determine the priority issues for Lancashire, in the context of a joint partnership approach and the consideration of the level of resource available. The Action Group has produced a set of draft recommendations and actions which are being presented to the Lancashire Skills and Employment Board and the Lancashire Leaders for review and comment concurrently. Please refer to **Appendix B** for the draft recommendations and action plan.

### List of Background Papers

Paper  
N/A

Date

Contact/Tel

Reason for inclusion in Part II, if appropriate  
N/A



## **Bluesheep Data**

### **Background**

#### **What is Bluesheep Data?**

For an Apprenticeship Provider to record an Apprenticeship start on the DfE's system, the start must be associated with a single identifiable workplace. In businesses with multiple sites it is the workplace of that business where the Apprentice is based that is recorded. It is the responsibility of the Provider who is training the Apprentice to register any new workplaces on the system. The system is run by a company called Bluesheep. Each workplace registered is allocated a unique code called an EDS code.

The data system like many, is only as good as the quality of the information inputted, and this means that with a system used by 100's of organisations to input 1000's of data entries, human error has and will result in mistakes such as duplication.

#### **Why is Bluesheep data useful?**

LEPs have a data sharing agreement with DfE to allow access to the Data Cube which provides access to a range of Apprenticeship data, for example, Apprenticeships by academic year, learner characteristics, geography, subject, level, starts, achievements and by EDS code. Data by EDS code only does not enable reference to the business employing the Apprentice. However the Bluesheep data can be purchased by LEPs, which provides the EDS codes and the associated workplace name, address, employee numbers, and sector (where available) of the employers.

#### **Why do we want to find out which businesses have apprentices?**

By viewing which businesses have had apprentices over the last few years it is possible to identify those businesses who have embraced the Apprenticeship Reforms, those who have not and what Apprenticeships are being offered by businesses.

Analysis of the data can be used to inform business engagement, to address businesses issues and share best practise, and to inform the development of guidance/support materials to certain types of business.

#### **What we have done?**

Initially all Lancashire workplaces were listed that had started any Apprentices in the last three academic years (15/16, 16/17 and 17/18); this gave a list of just under 17,500 workplaces.

To bring this number down to a manageable sample, the list was cut down to Lancashire workplaces who had started 10 or more Apprentices in the last three years academic years (15/16, 16/17 and 17/18). This exercise brought the number down to 427 workplaces. These businesses have the greatest potential to be champions and share good practice or as they historically had Apprentices, be able to give insight into reasons for reduced engagement.

## Who are the 427?

### By sector

70% (297 of the 427 workplaces) were in Lancashire's skills and employment priority sectors. See table 1 below.

Table 1 below shows the workplaces in Lancashire's priority sectors who, between 16/17 and 17/18, have reduced their Apprenticeship starts, remained the same or grown their Apprenticeship starts.

Table 1.

<b>Sector</b>	<b>Overall Number of businesses by priority sector</b>	<b>Number of businesses who have increased apprenticeship starts</b>	<b>Number of businesses who have maintained apprenticeship starts</b>	<b>Number of businesses who have reduced apprenticeship starts</b>
<b>Health and Social Care</b>	182	38	6	138
<b>Manufacturing</b>	48	16	3	29
<b>Financial and Professional Services</b>	27	9	4	14
<b>Visitor Economy</b>	13	3	4	6
<b>Construction</b>	11	3	0	8
<b>Digital</b>	10	2	0	8
<b>Energy and Environmental Technologies</b>	6	1	0	5
<b>Totals</b>	<b>297</b>	<b>72</b>	<b>17</b>	<b>208</b>

Of the remaining workplaces another 24% (105), fit into one of the following sector categories:

- Education - 25
- Retail - 21
- Public Sector 18
- Food Production - 11
- Wholesale - 11
- Transport - 7
- Security - 7
- Housing Association - 5

## Levy Payers

Of the 427 workplaces, 99 have been identified as likely levy payers based on employee numbers and turnover.

<b>Sector</b>	<b>Overall Number of levy businesses by priority sector</b>	<b>Number of businesses who have increased apprenticeship starts</b>	<b>Number of businesses who have maintained apprenticeship starts</b>	<b>Number of businesses who have reduced apprenticeship starts</b>
<b>Health and Social Care</b>	15	3	0	11
<b>Manufacturing</b>	31	11	2	18
<b>Financial and Professional Services</b>	3	3	0	0
<b>Visitor Economy</b>	4	1	0	3
<b>Construction</b>	4	2	0	2
<b>Digital</b>	2	0	0	2
<b>Energy and Environmental Technologies</b>	2	0	0	2
<b>Total</b>	<b>61</b>	<b>17</b>	<b>2</b>	<b>41</b>

## Levy payers in other sectors

- Retail – 8
- Education - 6
- Transport – 5
- Food Production - 4
- Wholesale – 4
- Debt recovery – 2
- Football Clubs – 2
- Housing Association – 2
- Security – 2
- Logistics - 1
- Misc. – 2



## Draft Recommendations and Action Plan

Identified issue and evidence to support	Recommendations			Next Steps (to be driven by LEAD)
	Lancashire Leaders (LL)	Lancashire Skills Hub (LSH)	Lancashire WBL Executive Forum (LWBLEF)	
<p>1. Levy payers in the majority of cases are not spending their full levy and do not plan to spend their full levy in the future, both locally and nationally.</p>	<p><b>Supported by</b></p> <ul style="list-style-type: none"> <li>LL to engage with Levy Payers where their Local Authority has a relationship with them, to ensure that levy payers can communicate their issues, utilise resource and/or engage with events.</li> </ul>	<p><b>LEAD</b></p> <ul style="list-style-type: none"> <li>Encourage levy businesses to give full consideration to how Apprenticeship training can support their business plan. Ensure that any interested businesses are fully supporting to make the process as clear and straightforward as possible.</li> <li>Communicate with Levy Payers to address the key issues identified in the evidence base and offer solutions.</li> <li>Organise an event for Levy Payers and work with LWBLEF to monitor the impact of the referrals that occur off the back of the event.</li> </ul>	<p><b>Supported by</b></p> <ul style="list-style-type: none"> <li>Create a smooth process of transition for levy payers to be supported by the LWBLEF, so that businesses can be efficiently handed over to the relevant providers to begin a detailed apprenticeship discussion.</li> <li>Feedback loop to be created so that providers inform the LWBLEF of the result of those referrals which is then fed back to the LSH so that the impact can be tracked against performance.</li> </ul>	<ul style="list-style-type: none"> <li>Understand and acknowledge local activity and established networking groups to ensure that any further activity adds value in the Lancashire setting.</li> <li>Produce and distribute a Lancashire Employers' Apprenticeship Toolkit through partners and to intermediaries engaged with businesses to assist all employers.</li> </ul>
<p>2. Lancashire's Public Sector organisations in the majority of cases in 2017/18 did not spend their full levy and/or meet their 2.3% target (Lancashire Local Authority survey).</p>	<p><b>LEAD</b></p> <ul style="list-style-type: none"> <li>Lancashire Leaders to make a public pledge that the Local Authorities in the Lancashire LEP area commit to meet the 2.3% target, setting the example and influencing the broader public sector to follow suit.</li> <li>Establish good practice in the transfer of levy funds in Lancashire to supply chain organisations.</li> <li>Encourage all public sector organisations to become Lancashire Employer Ambassadors and allow their Apprentices to become Ambassadors and to contribute to the creation of Apprenticeship case studies.</li> <li>Lancashire Public Sector organisations to continue to lobby, through the Local Government Association issues associated with the reforms, for example the delay in release of Apprenticeship Standards and confirmation of End Point Assessments, and calls to utilise locally levy underspend.</li> </ul>	<p><b>Supported by</b></p> <ul style="list-style-type: none"> <li>Support and amplify the PR campaign to announce the Local Authority's commitment to the 2.3% target, through partners to achieve the maximum attention.</li> <li>Support the delivery of a Public Sector Event.</li> <li>Monitor the impact on additional Apprenticeship starts which can be tracked through the Government's published data.</li> </ul>	<p><b>Supported by</b></p> <ul style="list-style-type: none"> <li>Create a smooth process of transition for levy payers to be supported by the LWBLEF so that businesses can be efficiently handed over to the relevant providers to begin an Apprenticeship discussion.</li> <li>Feedback loop to be created so that providers inform the LWBLEF of the result of those referrals which is then fed back to the LSH so that the impact can be tracked against performance.</li> <li>Work with partners to support the Public Sector to join the Apprenticeship Ambassador network as Employer Ambassadors and encourage them to sign their Apprentices up to become Apprenticeship Ambassadors.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct a PR campaign to announce the Local Authority's commitment to the 2.3% target.</li> <li>Organise an event for Lancashire Public Sector organisations using the influence the LL have with key public sector partners to bring them to the table. Invite well performing organisations which are diverse in size and nature to present at the event to share their best practise, South Ribble Council and Lancashire County Council have volunteered.</li> <li>Use findings from the Lancashire wide Local Authority Apprenticeship survey (which was undertaken by the Action Group) to inform the event agenda to address key issues identified and offer solutions.</li> <li>LWBLEF to produce case studies for those willing to contribute.</li> <li>LWBLEF to hold an Apprenticeship Ambassador networking event and</li> </ul>

				invite public sector organisations to the meeting to find out more.
3. Analysis of the first cut of Bluesheep data has identified that there are employers who have bucked the overarching downward trend and grown their Apprenticeships in sectors that are a priority to Lancashire. If these 'Apprenticeship Champions' are not engaged in some way with promoting Apprenticeships in Lancashire then we are missing a significant opportunity.	<b>Supported by</b> <ul style="list-style-type: none"> <li>LL to communicate with champions where the Leaders have a relationship with them to encourage them be an Employer Ambassador and allow their Apprentices to be Ambassadors.</li> </ul>	<b>LEAD</b> <ul style="list-style-type: none"> <li>Utilise LSH and partner's relationships with these employers where they exist, e.g. LAs, Chambers, and Growth Hub etc. and determine their current engagement with the skills and employment agenda.</li> <li>For those not engaged with the Apprenticeship agenda approach them through the organisation that has the most positive relationship with them, with the aim of influencing them to be formal active Ambassadors – including speaking to other businesses at events, sharing best practice, case studies etc.</li> </ul>	<b>Supported by</b> <ul style="list-style-type: none"> <li>Work with partners to support identified businesses to join the Ambassador network as Employer Ambassadors and encourage them to sign their Apprentices up to become Apprenticeship Ambassadors. Produce case studies for those willing to participate.</li> </ul>	<ul style="list-style-type: none"> <li>LSH to further mine the Bluesheep data to identify potential Apprenticeship Champions across all sectors.</li> <li>LWBLEF to produce case studies for those willing to contribute.</li> <li>Use the South Ribble Council's Apprenticeship Factory as a pilot to facilitate a project group of the best performing public and private sector organisations to develop Ambassador roles and activities.</li> </ul>
4. Analysis of the first cut of Bluesheep data has identified that there are employers who were 'historical Apprenticeship Champions' (10 or more starts in a year) who now deliver fewer Apprenticeships or none at all.	<b>Supported by</b> <ul style="list-style-type: none"> <li>LL to communicate with historical champions where they have a relationship with them to encourage them to engage with relevant events, partners and/or resources.</li> </ul>	<b>LEAD</b> <ul style="list-style-type: none"> <li>Utilise LSH and partner's relationships with these employers where they exist, e.g. LAs, Chambers, Growth Hub etc. and determine their current engagement with the skills and employment agenda.</li> <li>For those not engaged with the Apprenticeship agenda, approach them through the organisation that has the most positive relationship with them, with the aim of encouraging them to engage with relevant events, partners and/or resources.</li> </ul>	<b>Supported by</b> <ul style="list-style-type: none"> <li>Create a smooth process of transition for 'historical Apprenticeship Champions' to be supported by the LWBLEF, so that discussions can take place with their existing and/or new provider to begin an Apprenticeship discussion.</li> <li>Feedback loop to be created so that providers inform the LWBLEF of the result of discussions/referrals which is then fed back to the LSH so that the impact can be tracked against performance.</li> </ul>	<ul style="list-style-type: none"> <li>LSH to further mine the Bluesheep data to identify historical Apprenticeship Champions across all sectors.</li> <li>LWBLEF to work with LSH to produce tailored marketing and resources for this cohort of businesses, addressing any particular needs and barriers. These would be developed through feedback with the businesses.</li> </ul>
5. Analysis of the first cut of Bluesheep data has identified that overall Apprenticeship numbers between 16/17 and 17/18 have decreased in each of Lancashire's priority sectors.	<b>Supported by</b> <ul style="list-style-type: none"> <li>LL to embed Apprenticeships as a key priority in economic development events and activities, to promote Apprenticeships to businesses in their local economy.</li> </ul>	<b>LEAD</b> <ul style="list-style-type: none"> <li>Work with partners to identify existing priority sector networks/groups and negotiate presenting a sector specific Apprenticeship input at these events.</li> <li>At these sector events utilise appropriate Apprenticeships Champions, so that the inputs are business led and have greatest impact.</li> </ul>	<b>Supported by</b> <ul style="list-style-type: none"> <li>Create a smooth process of transition for businesses in priority sectors to be supported by the LWBLEF, so that discussions can take place with their existing and/or new provider to begin an Apprenticeship discussion.</li> <li>Feedback loop to be created so that providers inform the LWBLEF of the result of discussions/referrals which is then fed back to the LSH so that</li> </ul>	<ul style="list-style-type: none"> <li>LWBLEF to work with LSH to produce tailored marketing and resources for this cohort of businesses, addressing any particular needs and barriers. These would be developed through feedback with the businesses.</li> </ul>



## Draft Recommendations and Action Plan

Identified issue and evidence to support	Recommendations			Next Steps (to be driven by LEAD)
	Lancashire Leaders (LL)	Lancashire Skills Hub (LSH)	Lancashire WBL Executive Forum (LWBLEF)	
			the impact can be tracked against performance.	
<p>6. Lancashire Providers, through the Eunoia research, have highlighted that there is a continuous sustained effort required to ensure comprehensive careers advice, improve Apprenticeship advocacy in schools, and support parental knowledge, understanding and to work with employers to develop attractive Apprenticeship vacancies.</p> <p>7. A review of the last 12 months of vacancy data shows an increasing number of hard to fill vacancies in Lancashire.</p>	<p><b>Supported by</b></p> <ul style="list-style-type: none"> <li>Lancashire County Council's Apprenticeship team to support their looked after children and care leavers team, supporting young people into Apprenticeships.</li> <li>Unitary Authorities to do similar.</li> <li>Local Authorities to enable Apprentices to become Apprentice Ambassadors, who can talk in school and college about their story and experience to support the Enterprise Adviser Network and careers plans.</li> </ul>	<p><b>LEAD</b></p> <ul style="list-style-type: none"> <li>LHS to continue to drive the Apprenticeship Specialism Pilot, with the Careers and Enterprise Company and Inspira, through the Enterprise Adviser Network to embed Apprenticeships in school and college careers plans across Lancashire.</li> <li>Review the Apprenticeship knowledge of those organisations delivering initiatives and projects that engage with the 'Inclusive Workforce'.</li> </ul>	<p><b>LEAD</b></p> <ul style="list-style-type: none"> <li>Apprenticeship Ambassador Network.</li> <li>Apprenticeship Support &amp; Knowledge for Schools Project (ASK Project).</li> </ul>	<ul style="list-style-type: none"> <li>LWBLEF to continue to recruit Employer Apprenticeship and Apprentice Ambassadors in both public and private sectors.</li> <li>LSH to work with schools through the Lancashire Enterprise Adviser Network (LEAN) to ensure that quality activities advocating Apprenticeship are embedded in all school plans to meet the Gatsby benchmarks. To include use of Local Authority Apprentice Ambassadors.</li> <li>LEAN to support Enterprise Advisers to raise their knowledge regarding Apprenticeships to support their role.</li> <li>If there is a need LSH to organise Apprenticeship advocacy events for organisations delivering initiatives and projects that engage with the 'Inclusive Workforce'.</li> <li>LCC and Unitary Authorities to support their looked after children and care leavers teams to raise their knowledge regarding Apprenticeships to support their roles.</li> <li>South Ribble Council's Apprenticeship Factory to develop IAG sessions for Parents and Teachers (Myth Busting).</li> </ul>
<p>8. Recommendations from Eunoia Research.</p>			<p><b>LEAD</b></p> <ul style="list-style-type: none"> <li>Share impact of recommendations carried out with the action group.</li> <li>Share plans going forward to support the LWBLEF members.</li> </ul>	<ul style="list-style-type: none"> <li>LWBLEF to include recommendations from Eunoia report onto the 2019-20 LWBLEF business plan. Feedback to action group on the plans put forward and the actions taken.</li> </ul>

<p>9. Lancashire has dropped 5 places from 12 to 7 in the LEP rankings of apprenticeship starts as a % of the working age population.</p>		<p><b>LEAD</b></p> <ul style="list-style-type: none"> <li>• LSH to work with the other 38 LEPs through the LEP Skills Network to collectively lobby and share best practise.</li> </ul>		<ul style="list-style-type: none"> <li>• Investigate if the LEP areas with the best rankings have done anything specific to bolster Apprenticeship start numbers.</li> </ul>
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