

Appendix A

Draft

Lancashire Apprenticeship Growth Plan

Introduction

The purpose of the Apprenticeship Growth Plan is to make the apprenticeship system work for Lancashire, encompassing the areas supported by 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?

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 vision¹, 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.

¹ <https://www.gov.uk/government/publications/apprenticeships-in-england-vision-for-2020>



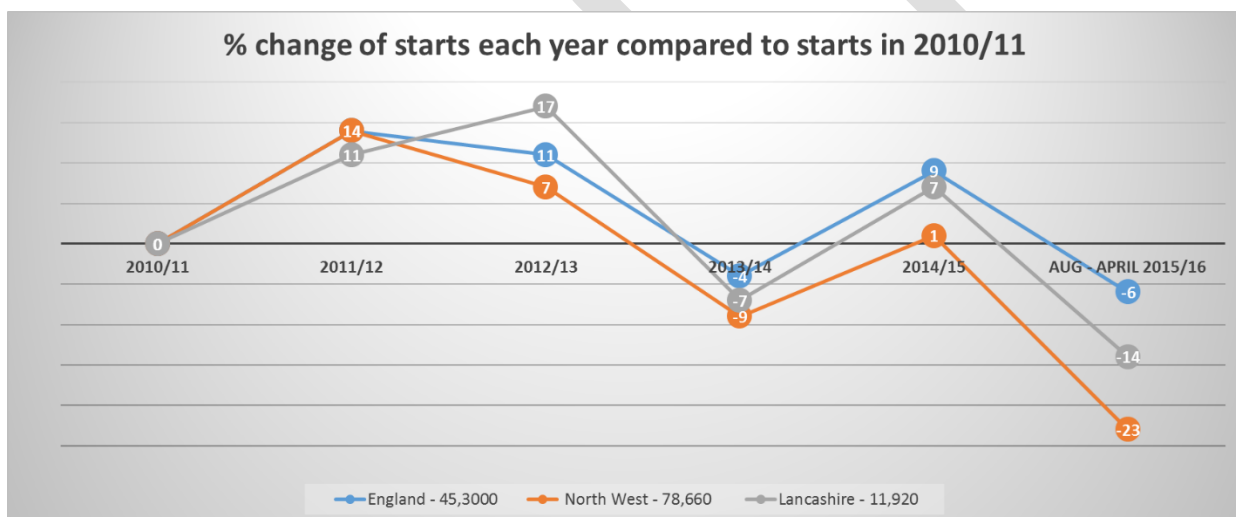
Lancashire

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 has 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
Lancashire LEP	15,270	17,070	17,860	14,390	16,420	81,010	13,350
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.



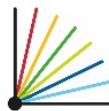
Source: <https://www.gov.uk/government/statistical-data-sets/fe-data-library-apprenticeships>

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. Immediate growth of 4,000 per annum would be very ambitious and unrealistic.

Our ambition is therefore to incrementally grow apprenticeships so that by 2020, Lancashire is making a 3.37% contribution annually, against the 3 million apprenticeship growth target.

This requires Lancashire to increase from the average of 16,200 per annum (in the last parliament) to 20,200 per annum by 2020, i.e. 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 supports the work of the Lancashire Enterprise Partnership and the evolving Lancashire Combined Authority.

The Board in turn discharges its duties through the Skills and Employment Hub. Both the Board and the Hub aim 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

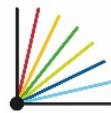
The Board commissioned an evidence-base which enabled an understanding of the key skills and employment demands in Lancashire. This evidence-base underpins the Lancashire Skills and Employment Strategic Framework² which draws together the key priorities, common themes and issues. The draft framework 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.

² <http://www.lancashirelep.co.uk/lep-priorities/skills-employment/skills-and-employment-strategic-framework-2016-2021.aspx>



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.
- Ensure that young people and adults are aware of apprenticeships and enthused.

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

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

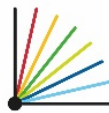
FUTURE WORKFORCE	SKILLED & PRODUCTIVE WORKFORCE
<ul style="list-style-type: none">• Inspiring young people and improving Careers Education, Information, Advice and Guidance.• Improving employability skills and aligning curriculum.• Investing in our learning infrastructure.	<ul style="list-style-type: none">• 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	INFORMED APPROACH
<ul style="list-style-type: none">• Enabling an inclusive workforce; supporting unemployed & inactive into work.• Digital inclusion.• Incorporating social value into public procurement processes.	<ul style="list-style-type: none">• 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.

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; and
By directing funding and resources to support the plan.

How can you get involved?

The following action plan can only be achieved in partnership with all stakeholders. We want to engage 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 or by contacting the Hub directly LancsSkillsHub@Lancashirelep.co.uk

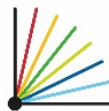


Action Plan 2016-2017 –updated annually

Future Workforce			
ACTION: Inspiring young people			
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 (LEAN) – embed apprenticeship inspiration into the employer engagement strategies of each school in the network.	LEAN Inspira The Hub	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.
ACTION: Improving employability skills and aligning curriculum			
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			
ACTION: Apprenticeship growth			
Activity	Owner	Success metric	Planned Impact
A series of apprenticeship levy events, led by the Work Based Learning Executive Forum in partnership with The Hub, 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.
ACTION: Workforce planning			
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 ESF funded 'Employer Skills Support' programme embeds discussions regarding apprenticeship into the TNA.	Learndirect and subcontractors	Increase the number of apprenticeships in Lancashire.	Inform employers about the routes, levy and reforms during the TNA linking it up to meet needs identified.



ACTION: Capacity in employers to engage with apprenticeship reforms

Activity	Owner	Success metric	Planned Impact
ESF '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.	Learndirect and subcontractors	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.

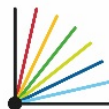
Inclusive Workforce

ACTION: Enabling an inclusive workforce; supporting unemployment & inactive into work

Activity	Owner	Success metric	Planned Impact
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.	Lancashire Employment and Skills Partnership (LESEP)	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.

ACTION: Incorporating social value into public procurement processes

Activity	Owner	Success metric	Planned Impact
Traineeships and apprenticeships are social value outcomes in the Growth Deal and City 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			
ACTION: Stakeholder engagement to inform our approach and maintain our evidence base and insight			
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 Hub.
Regular meetings with representatives of the WBL Executive 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.
ACTION: Influence, prioritise and direct the use of funding			
Activity	Owner	Success metric	Planned Impact
Summary of funding to be directed to support growth plan – e.g. Young Apprentice Ambassador Network/ Expansion of Lancashire Enterprise Adviser Network/ Moving On/ Employer Skills Support/Access to Employment/ Digital Advantage	The Hub	Clear overview of funding and contribution to the Apprenticeship Growth Plan.	Achievement of apprenticeship growth targets.
ACTION: Connect with other LEPs			
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.