



Lancashire
Enterprise Partnership

APPENDIX A

SOCIAL VALUE TOOLKIT

Lancashire: The Place for Growth



CONTENTS

1 Introduction	2
2 What Social Value means for the LEP	2
3 Embedding in procurement and planning processes	4
4 Case Studies	6
5 Sources of Support	8

Lancashire Enterprise Partnership: Social Value Toolkit

1. Introduction

This toolkit aims to maximise the social value, or social benefit available through the procurement and commissioning of Lancashire Enterprise Partnership (LEP) programmes. The LEP and its partners share a responsibility to ensure that public money delivers better outcomes, be they social, environmental or economic.

The toolkit has been developed to encourage and support organisations involved in the delivery of LEP programmes to lever greater social value by integrating added value activity into procurement and commissioning processes. The toolkit is aimed to be a practical guide to integrating added values outputs and outcomes, and provides a framework of indicative activities and also good practice case studies.

2. What Social Value means for the LEP

The LEP wishes to secure added value from the significant capital investments and revenue programmes. Integration of social value at the planning stage of a project can result in significant 'added value' benefits to the residents of Lancashire.

The LEP has a Lancashire Skills and Employment Strategic Framework which outlines the skills and employment priorities in Lancashire (<http://www.lancashirelep.co.uk/lep-priorities/skills-employment/skills-and-employment-strategic-framework-2016-2021.aspx>). The priorities include areas that can be supported by embedding social value into LEP programmes. Table 1 provides areas of potential against the themes of the Skills and Employment Strategic Framework – developing our *Future Workforce*, developing a *Skilled and Productive Workforce* and also an *Inclusive Workforce*. An additional theme has been added in relation to *Community Engagement*. The table is provided to stimulate the embedding of social value outcomes into LEP programmes, and is not exhaustive. Organisations are encouraged to think creatively about how social value can be integrated at the project planning stage and throughout the project lifetime.

Lancashire Enterprise Partnership Social Value Matrix

<p>FUTURE WORKFORCE</p> <p>Working days committed from business volunteers to support careers education and information and/or curriculum development in schools and colleges in Lancashire per year.</p> <p>Number of work experience placements for 15-18 year olds per year (based on a placement being one week) at Lancashire schools and colleges.</p> <p>Number of undergraduate project placements per year offered to Lancashire's Universities & Colleges.</p> <p>Number of graduate internships per year for graduates living in Lancashire.</p>	<p>INDICATIVE COMMITMENT</p>	<p>SKILLED AND PRODUCTIVE WORKFORCE</p> <p>Number of apprenticeships (16-18 year old and Adults).</p> <p>Commitment to workforce planning and investment in training of employees.</p> <p>Investment in leadership skills.</p>	<p>INDICATIVE COMMITMENT</p>
<p>INCLUSIVE WORKFORCE</p> <p>Number of employment opportunities offered to Lancashire residents that are unemployed or at a disadvantage e.g. ex-offenders.</p> <p>Number of work placements or trials offered to unemployed Lancashire residents.</p> <p>Working days committed from business volunteers to mentor NEET ('not in education, employment or training') young people (16-18 year olds).</p>	<p>INDICATIVE COMMITMENT</p>	<p>COMMUNITY BENEFITS</p> <p>Community based projects driven by the local communities in which the project is based.</p> <p>Procurement and commissioning of local SMEs and social enterprises / third sector organisations.</p>	<p>INDICATIVE COMMITMENT</p>



3. Embedding in procurement and planning processes

3.1 Expectations of organisations working with the LEP

The LEP are committed to ensuring that all projects pro-actively seek to maximise their social value outputs and outcomes.

- During the development of project business cases, and their subsequent appraisal and approval, discussions will be undertaken with project sponsors about the opportunities for maximising social value within their individual scheme.
- It is recognised and acknowledged that the range and variety of Growth Deal and City Deal projects and sponsors means that it isn't feasible to have a "one size fits all" approach and that the means of maximising the social value of each project will need to be tailored accordingly in partnership with each project sponsor.

3.2 Guidance re: procurement and planning

It is expected that all Projects should seek to embed social value outcomes in their Growth Deal and City Deal procurement activities, and it is recognised that some organisations will already have social value embedded in their procurement processes. Cross referencing to this framework to ensure all aspects are considered, and in the absence of social value being already embedded, using this framework as a starting point, should ensure that social value is duly considered.

To deliver on the social value outcomes, projects should consider social value during the project planning stage and throughout the project delivery to ensure every opportunity to ensure the outcomes are realised. Consideration needs to be made to forward planning and discussions with third party organisations who can contribute to their social value outcomes.

3.3 Monitoring of Social Value outcomes.

Outputs and outcomes for each Growth Deal project are agreed as part of the business case approval process. The discussion to formalise the outputs and outcomes gives a natural opportunity to ensure that social value outcomes are specified and identified.

There are a range of techniques available to monitor the realisation of social value outcomes.

- All project outputs and outcomes are routinely monitored as part of the claims and reporting cycle for individual projects. Monitoring by Lancashire County Council (LCC) Economic Development Service is overseen by the Growth Deal Monitoring and Evaluation Sub Group.
- Some of the less tangible social value measures may be explored and checked through site visits to individual projects and discussions with project sponsors. The project

sponsors may also be requested to attend meetings of the Monitoring and Evaluation Sub Group for discussion on the wider outputs / outcomes relating to their project.

- The evaluation activity, for which a contract has been awarded, includes an opportunity to take a longer term view about the social value gained/realised as a result of individual project and on a programme wide basis.



4. Case Studies

Constructing the Future - Shared Apprenticeship Scheme, Calico Enterprise Ltd

Calico runs the Shared Apprenticeship Scheme (Constructing the Future - CTF) on behalf of CITB across the North West. CTF is the only Shared Apprenticeship Scheme in this region to be funded and fully supported by CITB. The scheme allows employers to enjoy all the benefits of an apprentice, without the direct employment responsibility as this is taken up by CTF. Partner employers are recharged for wage costs, only for the time the apprentice is on placement. The scheme provides a solution to employers involved in the procurement process so they can make a commitment to a young person, even though their contract on site may only be for a short period. It also allows commissioners to create opportunities for local young people on short term contracts. Procurement is pooled within a region and the apprentice rotated from one contractor to another until they have completed their full Apprenticeship Framework at level 2, 3 or 4. This means that employers can still play an important part in training as the scheme allows them to take on an apprentice for as short a duration as 3 months with no commitment to the apprentice at the end. This way of training can give the apprentice a more diverse and wider experience of the industry.

Over 160 apprenticeships since launch in 2010. Over 85% of completers progress into permanent employment.

Blackpool Council, Blackpool Coastal Housing

Lovell has been selected by Blackpool Council as preferred developer for a £22 million redevelopment programme which will transform the town's Queens Park housing estate into a vibrant new neighbourhood. As part of this contract, Blackpool Council were keen to see apprenticeship opportunities created for local people. Therefore Blackpool Council included in the procurement contract with Lovell 520 training weeks for phase 1 of the project and a minimum of 520 training weeks for phase 2.

As each phase was less than 2 years in duration and Lovell is not based in Blackpool they approached CTF to help them deliver these local training obligations. Phase 1 of the contract translated into 10 apprenticeships for local young people; phase 2 which is due to start in spring 2016 is expected to deliver the same.

Blackpool Council now write apprenticeship training into all applicable contracts. These mainly include construction related contracts but extend to social care contracts as an example. They are also in the process of adopting CITB's National Skills Academy for Construction to benchmark the employment and skills outcomes on construction projects.



Balfour Beatty and Runshaw College

In 2014 Balfour Beatty won a tender to deliver 2 new buildings valuing around £5.5m for Runshaw College; the Patterdale building on their Leyland 6th form campus and Science Engineering and Innovation Centre on their Euxton Lane adult campus. Within the quality submission of the tender Balfour Beatty committed to undertake a community plan to benefit the college community and wider stakeholders; the targets and requirements of which were agreed in a post contract award meeting.

Balfour Beatty worked with the college to identify and deliver a robust community plan, results included:

- **7** work placements from the college and feeder schools leading to **1** individual being awarded an electrical apprenticeship with a local micro SME
- **11** Apprentices working on the project, including **4** new starters
- **21** training days completed by staff and operatives
- **11** Community engagement events including construction challenge classes for a Leyland Scout night and on the 5th Penwortham Scouts family camp
- **92%** of the staff and operatives on site came from within 30miles of the projects
- **85%** of the suppliers to the project where from within 30miles of the projects
- In order to reach local schools Balfour Beatty worked with local company Learn Live UK to deliver online interactive lessons on construction. This delivery led to doubling the number of schools reached and was award **2** innovation credits on the Considerate Constructors Scheme; this method has since being rolled out across the company and reached over **5,000** individuals.
- **1** media documentary produced about the construction of the Patterdale students from a student's view point. These students have since gone to Edgehill College and continued to undertake work placements together due to our introductions to Learn Live UK they have worked with Sellafield and Network Rail forming @cuttingedge_uk
- The project scored **45/50** on the Considerate Constructors Scheme and was award a Gold Award and Most Considerate Site "Runners-Up Award" at the Considerate Constructors Scheme awards in 2016



5. Sources of Support

There are organisations that can help Social Value commitments and outcomes be met. The table below includes a few examples of organisations that can help in Lancashire. Each entry indicates what area in the Social Value Matrix can be supported and a summary of the support, along with contact details. Recipients of grant funding and their contractors / subcontractors are encouraged to use the sources of support to develop and deliver Social Value commitments.

If you are a provider of support and wish to provide an insert please contact the Lancashire Skills and Employment Hub via the following email: Lancsskillshub@lancashirelep.co.uk .

Name of organisation, contact name, telephone number and email	Areas in the toolkit which can be supported	Brief summary of support available
<p><u>Blackburn with Darwen Council</u> Helen Andrews, 01254 666988 helen.andrew@blackburn.gov.uk</p>	<p>Working days committed from business volunteers to mentor NEET ('not in education, employment or training') young people (16-18 year olds).</p>	<p>New Directions offer an impartial information, advice and guidance service to young people resident in Blackburn with Darwen. The service is targeted at 16-18 year olds, extending to 25 for those young people with a special educational need or disability (SEND). Our aim is to ensure young people are engaged in education, employment or training. We work with many vulnerable young people who are, or are at risk of becoming 'NEET' (Not in Education, Employment or Training).</p>
<p><u>Boost</u> Janet Doolan, 01254 304550 janet.doolan@growthlancashire.co.uk</p>	<p>Procurement and commissioning of local SMEs and social enterprises / third sector organisations.</p> <p>Commitment to workforce planning and investment in training of employees.</p> <p>Investment in leadership skills.</p>	<p>Boost is Lancashire's Business Growth Hub. Our purpose is to help Lancashire's businesses grow. We help Lancashire businesses from start-ups to large companies with our funded programmes in areas such as launching a new enterprise, mentoring, product development, leadership, growth strategy development, and accessing finance.</p> <p>www.boostbusinesslancashire.co.uk</p>



<p>Calico Group Jane Smith, 01282 686310 jsmith@calico.org.uk</p>	<p>Number of apprenticeships (16-18 year old and Adults).</p>	<p>Calico run an innovative Shared Apprenticeship Scheme (Constructing the Future) across the North West. We recruit, employ and support local young people to complete apprenticeships within the construction sector. We work with local contractors, local authorities and Registered Social Landlords to provide work placements for the apprentices. We can help contractors achieve local labour obligations by ensuring apprentices are recruited locally and rotated from one contractor to another until their apprenticeship is complete.</p>
<p>Calico Group Lindsey Danson, 01282 686529 ldanson@calico.org.uk</p>	<p>Number of work placements or trials offered to unemployed Lancashire residents.</p>	<p>Calico run a Traineeship programme in Preston and the surrounding areas. This is focused on giving 16-18 year olds work experience that employers are looking for. The programme consists of a quality work placement with a local employer, related training and skills development, mentor support and quality careers advice.</p>
<p><u>The Central Lancashire Construction Skills Hub</u> Mick Noblett, 01772 225456 Mnoblett1@preston.ac.uk</p>	<p>Number of work placements or trials offered to unemployed Lancashire residents.</p> <p>Number of apprenticeships (16-18 year old and Adults).</p> <p>Number of employment opportunities offered to Lancashire residents that are unemployed or at a disadvantage e.g. ex-offenders.</p>	<p>The Central Lancashire Construction Skills Hub represents a multi-agency approach to increasing training and employment opportunities in the Construction Sector.</p> <p>Partners include Preston's College, UCLan, The Eric Wright Learning Foundation, Lancashire County Council, Preston City Council, South Ribble Borough Council and a number of specialist training providers who have a collective ambition to ensure that Lancashire businesses and residents benefit significantly from City Deal investment in Preston and South Ribble.</p> <p>This partnership approach creates a real breadth of opportunity in relation to promoting Social Value and we very much look forward to maximising the opportunities for all interested parties.</p>

<p>CITB Laura Guy, 07920 502633 laura.guy@citb.co.uk</p> <p>Andrew Bridge, 07788 304843 andrew.bridge@citb.co.uk</p>	<p>Working days committed from business volunteers to support careers education and information and/or curriculum development in schools and colleges in Lancashire per year.</p>	<p>CITB have a team of construction ambassadors who act as the face of the industry and share their positive experiences of construction to new entrants who are considering their career options. Ambassadors inspire and help individuals see the wide range of construction opportunities and career progression the industry has to offer whether that be via the apprenticeship or graduate route. Schools can request ambassador support through the Go Construct website and requests can include careers talks, mock interviews, site visits and activity days; ambassadors can also get involved in delivering CREST challenges in schools which are aimed at engaging young people in Science, Engineering, Maths and Technology (STEM). To volunteer as an ambassador contact Laura or Andrew.</p>
<p>CITB Katrina Hesketh, 07770 838194 katrina.hesketh@citb.co.uk</p> <p>Paul Snape, 07471 025770 paul.snape@citb.co.uk</p>	<p>Number of work experience placements for 15-18 year olds per year (based on a placement being one week) at Lancashire schools and colleges.</p>	<p>The Experience Construction Placement Scheme matches employers with local students and supports them throughout with a dedicated apprenticeship officer. Work experience is a great opportunity for potential new entrants to get a taste of the industry and a simple cost effective way for construction employers to find candidates. Placements can last up to 6 weeks and are open to individuals aged between 16 and 18.</p>

<p>CITB Laura Guy, 07920 502633 laura.guy@citb.co.uk</p>	<p>Number of apprenticeships (16-18 year old and Adults).</p>	<p>CITB are the largest provider of apprenticeships for the construction industry which combine learning at a college/training provider with onsite experience to give apprentices the right mix of technical and practical skills. CITB Apprenticeship Officers can assist employers to arrange training for apprentices at a local college/training provider, the paying of college fees, completion of paperwork to access grant support and giving employers and individuals information, advice and guidance. Construction employers can also access grants of up to £10250 if registered with CITB for supporting an individual through a construction apprenticeship framework.</p>
<p>CITB Laura Guy, 07920 502633 laura.guy@citb.co.uk</p>	<p>Commitment to workforce planning and investment in training of employees.</p>	<p>CITB grant scheme provides funding for CITB registered employers to train, upskill and qualify their staff (PAYE and NET CIS). This ensures the right skills are available to help the construction industry grow and that standards are maintained on site. All CITB registered employers can claim a grant including those that don't need to pay a levy. For further information, please contact the CITB Adviser for Lancashire Laura Guy. In addition to the grant scheme, CITB registered employers can also apply for flexible and structured funding which is focused on the most needed construction training areas. This fund is for training not supported through the grant scheme. For more information please visit www.citb.co.uk/funding/flexible-and-structured. There is also a North West Contractors Training Group that employers can join to access information about local initiatives.</p>



<p>CITB Laura Guy, 07920 502633 laura.guy@citb.co.uk</p>	<p>Investment in leadership skills.</p>	<p>CITB offer grant support to CITB registered construction employers to invest in leadership skills through the technical, management and professional section of the grant scheme and the flexible and structured funding. CITB also offer various management and leadership training courses delivered through their training arm, the National Construction College. For more information about the courses, please contact 0344 994 4433.</p>
<p><u>Department for Work and Pensions – Jobcentreplus</u> Sharon Riding, 01254 343678 Sharon.riding@dpw.gsi.gov.uk</p>	<p>Number of employment opportunities offered to Lancashire residents that are unemployed or at a disadvantage e.g. ex-offenders.</p> <p>Number of work placements or trials offered to unemployed Lancashire residents</p> <p>Number of work experience placements for 15-18 year olds per year (based on a placement being one week) at Lancashire schools and colleges.</p>	<p>Within the Jobcentre network across the Lancashire county Work Coaches support a diverse group of unemployed and disadvantaged individuals.</p> <p>They are able to match opportunities to individual jobseekers, including work trials, voluntary work experience and employment opportunities. They provide a point of contact and support for the individual and employer during placements.</p> <p>Jobcentreplus prison Work Coaches work within Preston, Kirkham and Lancaster Farms prison’s supporting offenders in their search for work and opportunities prior to release.</p> <p>Jobcentreplus in Schools works alongside Lancashire Enterprise Adviser Network engaging with schools to reduce the risk of school leavers becoming NEET (Not in Education or Training) - providing work experience opportunities.</p>
<p><u>Eric Wright Learning Foundation</u> Kate Bailey 01772 229627 kateb@ericwright.co.uk</p>	<p>Number of vocational training courses offered to 14-16 year olds in full time employment, 16-18 year olds and adults.</p>	<p>Eric Wright Learning Foundation was founded in 2004 to develop a vocational centre in construction courses, Level 1 to Level 3. In 2015 the Eric Wright Learning Foundation partnered with Prestons’ College to</p>

	<p>Number of apprenticeship opportunities (16-18 year old and Adults).</p>	<p>offer a real work environment to enhance build and maintain a workforce with sufficient real life experiences to support the growth of the sector. Courses are a combination of classroom and workplace delivery from entry Level to level 3 and include: bricklaying, joinery, painting and decorating. The Eric Wright Learning Foundation has provided a starting point for students who have later progressed into a degree in Construction Management, Project Management or Quantity Surveying at local universities Other students have gone directly into employment as apprentices with local companies, including Eric Wright Group and Lancashire County Council.</p>
<p>HMP Lancaster Farms Endar Kaur, 01524 563830 endar.kaur@hmps.gsi.gov.uk</p>	<p>Number of employment opportunities offered to Lancashire residents that are unemployed or at a disadvantage e.g. ex-offenders.</p>	<p>HMP Lancaster Farms are very keen to work with employers willing to provide or sponsor employment and/or training to assist ex-offenders resettling within Lancashire to gain employment on release. This could also include facilitating particular training whilst still in custody</p>
<p>HMP Lancaster Farms J Carson, 01524 563587 jennifer.carson@hmps.gsi.gov.uk</p>	<p>Number of employment opportunities offered to Lancashire residents that are unemployed or at a disadvantage e.g. ex-offenders.</p>	<p>HMP Lancaster Farms are keen to bring in new employment for prisoners within our workshops. We provide workshop space to external industries to develop this. The employment could be partnered with training and qualifications in order to aid offender rehabilitation and resettlement upon release.</p>



<p><u>Inspira – Lancashire Enterprise Adviser Network</u> Kay Vaughan, 07812 224458 Kay.vaughan@inspira.org.uk</p>	<p>Working days committed from business volunteers to support careers education and information and/or curriculum development in schools and colleges in Lancashire per year.</p>	<p>Kay coordinates the Lancashire Enterprise Adviser Network funded by Lancashire LEP and The Careers and Enterprise Company. The role of an Enterprise Adviser, which is a business volunteer, is to work on a one to one basis with the leadership team from a secondary school or college to develop an effective employer engagement programme. The network is supported by a Coordinator who works hand-in-hand with the Enterprise Adviser; the aim is to inspire young people about the world of work.</p>
<p><u>Lancashire Employment and Skills Executive Partnership</u> Joan Costello-Smith, 01772 225511, jcostello-smith@preston.ac.uk</p>	<p>Number of apprenticeships (16-18 year old and Adults).</p> <p>Number of work experience placements for 15-18 year olds per year (based on a placement being one week) at Lancashire schools and colleges.</p> <p>Working days committed from business volunteers to mentor NEET ('not in education, employment or training') young people (16-18 year olds).</p>	<p>The 'Moving On' project supports young people who are Not in Education Employment or Training (NEET) to successfully progress into apprenticeships and employment. Supporting young people into the construction sector is a priority. Through the project construction businesses can engage with 14-18 year olds and for example offer work placements, traineeships and apprenticeships.</p>
<p><u>National Careers Service- Careers Inspiration</u> Zack Grimes, 07701 398383 Zack.Grimes@ManchesterGrowth.co.uk</p>	<p>Working days committed from business volunteers to support careers education and information and/or curriculum development in schools and colleges in Lancashire per year.</p>	<p>Can help schools and colleges throughout Lancashire by brokering links with different sized employers across a wide range of sectors. This will include securing a commitment to carry out inspirational and enriching careers activities within Lancashire schools and colleges.</p> <p>In addition, we offer Continuous Professional Development sessions on the Lancashire Labour Market and current employment trends, to schools and colleges for their staff.</p>



<p>STEMFirst Mrs Helen Heggie, 07808 646 493 helen.heggie@stemfirst.com</p>	<p>Working days committed from business volunteers to support careers education and information and/or curriculum development in schools and colleges in Lancashire per year.</p>	<p>We support all Lancashire schools with STEM engagement providing them with information on inspirational activity, LMI/careers literature, event opportunities and linkage with employers. We run the STEM Ambassadors programme and have approximately 800 DBS checked and insured volunteers who support Lancashire schools with a multitude of employer engagement free of charge. We provide training and development for both business and education partners around employability, school engagement and the STEM agenda.</p>
<p>The Lancashire Colleges 01772 225128, info@tlc.ac.uk</p>	<p>Working days committed from business volunteers to support careers education and information and/or curriculum development in schools and colleges in Lancashire per year.</p> <p>Number of work experience placements for 15-18 year olds per year (based on a placement being one week) at Lancashire schools and colleges.</p> <p>Number of undergraduate project placements per year offered to Lancashire's Universities & Colleges.</p> <p>Number of apprenticeships (16-18 year old and Adults).</p> <p>Commitment to workforce planning and investment in training of employees.</p>	<p>The Lancashire Colleges (TLC) comprises 12 general further education and sixth form colleges in Lancashire. Collectively we are committed to delivering high-quality education and skills provision to promote economic growth and social cohesion within our local communities. Through TLC employers can access information about the apprenticeship, pre-employment and work-based learning provision which is available through the Colleges and receive support to develop bespoke programmes to meet workforce development needs.</p> <p>Further information is provided on our website: http://www.tlc.ac.uk</p>



<p><u>The Lancashire Work Based Learning Executive Forum (LWBLEF)</u> Raeleen Duthoit, 07890 169586 helen@lancsforum.co.uk</p>	<p>Number of apprenticeships (16-18 year old and Adults).</p> <p>Working days committed from business volunteers to support careers education and information and/or curriculum development in schools and colleges in Lancashire per year.</p>	<p>The LWBLEF represents the main apprenticeship providers based in Lancashire. Through the LWBLEF, employers can access information about the apprenticeship provision on offer across the County by subject area. Contact details for the providers are also provided on the website, along with links to websites: http://www.lancsforum.co.uk/sorted/</p> <p>The LWBLEF, in collaboration with the Lancashire Skills & Employment Hub, also looks after the network of Lancashire Young Apprentice Ambassadors (LYAAN) – the ambassadors promote apprenticeships to young people and employers through events and activities. Employers can nominate their apprentices to volunteer time to promote apprenticeships via the link to the website below: http://www.lancsforum.co.uk/apprenticeships/lancashire-apprentice-ambassadors/</p>
<p><u>Unlocking Potential</u> John Platt, 01942 663262, john.platt02@hmps.gsi.gov.uk</p> <p>Stephen Oliver-Watts, Cluster 1 Area Lead, Head of Learning & Skills Stephen.oliver-watts@hmps.gsi.gov.uk</p>	<p>Number of employment opportunities offered to Lancashire residents that are unemployed or at a disadvantage e.g. ex-offenders.</p>	<p>Unlocking Potential is a consortium of organisations (the Prison Service, National Careers Service, and Novus), which aims to reduce re-offending by helping offenders to find employment on release. People in the UP Candidate pool have completed a programme to prepare them for work, including the 'Passport to Employment', which records their progress and achievements in work-related skills, attitudes and behaviour. Through this programme we can provide well qualified and motivated candidates for job vacancies, particularly in construction, catering, warehousing and distribution and facilities management.</p>



<p>Universities</p> <p>Edge Hill University, Michael Banford, 01695 657645 Michael.Banford@edgehill.ac.uk</p> <p>Lancaster University, David Gregson, 01524 594510 d.gregson@lancaster.ac.uk</p> <p>University of Central Lancashire (UCLAN), 01772 895500 business@uclan.ac.uk</p> <p>University of Cumbria (Lancaster Campus), 01524 384222 enterprise.services@cumbria.ac.uk</p>	<p>Number of undergraduate project placements per year offered to Lancashire's Universities.</p> <p>Number of graduate internships per year for graduates living in Lancashire.</p>	<p>Each of the universities based in Lancashire are keen to work with employers to offer project placements and internships to both students and graduates across a vast range of disciplines. Businesses can contact each of the universities to discuss requirements for project placements and internship opportunities. Support will be provided to scope the opportunity and to find a suitable student or graduate to match the needs of the business.</p> <p>Areas of specialism and programmes of study can be searched on each the university websites: https://www.edgehill.ac.uk/ www.lancaster.ac.uk/business http://www.uclan.ac.uk/ http://www.cumbria.ac.uk/business/</p>
--	---	---

