

## **Appendix A**

# **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.

The Apprenticeship Growth Plan has been informed by a robust evidence base including comprehensive review of skills and employment issues in Lancashire and seven sector studies focusing on high replacement demand and growth potential. The evidence base continues to be maintained and evolve to ensure that Apprenticeship Growth Plan focusses on meeting the socio economic needs for the area by directing resources and activities in an informed way.

The Apprenticeship 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 help deliver apprenticeships to meet our growth target, local needs and opportunities. The Apprenticeship Growth Plan It covers issues of traineeships and low level apprenticeships; technical skills gaps and skills shortages; and high level apprenticeships, including degree apprenticeships.

## **Nationally**

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

To achieve this target the Government have set out a number of substantial reforms which are fundamentally transforming the Apprenticeship system. In December 2015 the Government published: English apprenticeships: our 2020 vision<sup>1</sup>, with the aim of implementing reforms to 'boost the benefits of apprenticeships even further'.

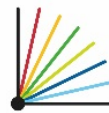
In spring of 2017 they are introducing the Apprenticeship Levy for all employers with a pay bill over £3 million. The reforms also include: employer-designed standards, expansion of higher level and degree apprenticeships, a new funding model, a digital apprenticeship service and a public sector apprenticeship growth target of 2.3% of their workforce.

## **Lancashire**

Over the last parliament Lancashire delivered 81,010 apprenticeships starts, which on average was a 3.37 per cent contribution to the 2.4 million national apprenticeship starts over these 5 years.

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

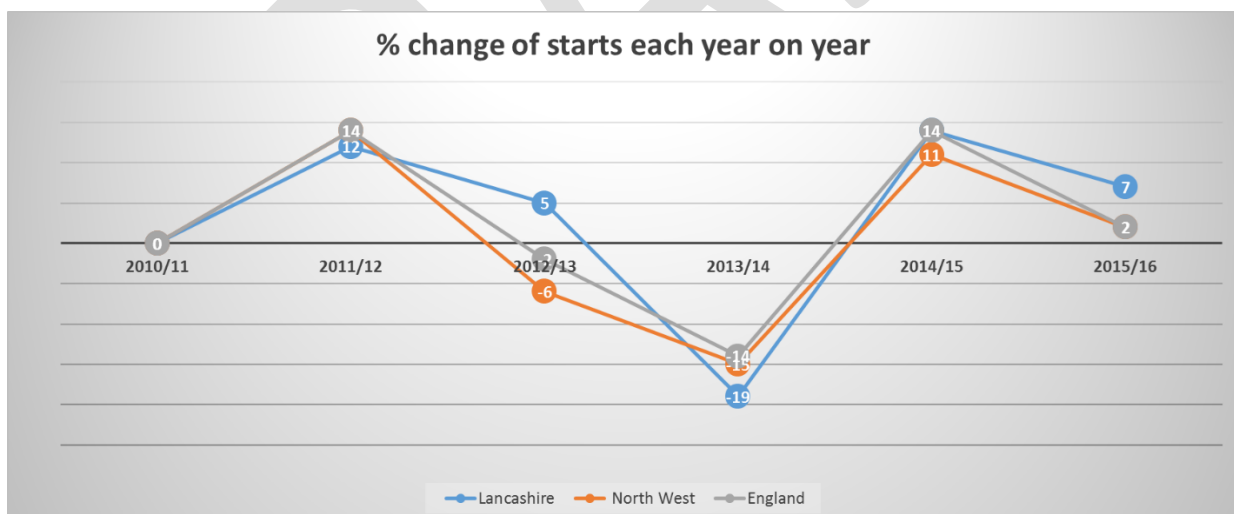


In 2015/16 Lancashire contributed 3.52 per cent to national starts and delivered a further 1,130 apprenticeship starts than the previous year 2014/15. So far in this academic year (Aug-Oct 2017) we have delivered 5,560 which is 3.63% of the 153,300 national starts. Our percentage contribution exceeds our relative size, in 2015 The Lancashire LEP area's population was 2.27% of the population of England.

|  | 2010/11       | 2011/12       | 2012/13       | 2013/14       | 2014/15       | Total in last parliament<br>2010-15 | 2015/16       |
|--|---------------|---------------|---------------|---------------|---------------|-------------------------------------|---------------|
| <b>Lancashire LEP</b>                    | <b>15,270</b> | <b>17,070</b> | <b>17,860</b> | <b>14,390</b> | <b>16,420</b> | <b>81,010</b>                       | <b>17,550</b> |
| North West                               | 78,660        | 89,310        | 84,180        | 71,670        | 79,310        | 403,130                             | 80,820        |
| England                                  | 453,000       | 515,000       | 504,200       | 434,600       | 494,200       | 2,401,000                           | 503,900       |
| <b>% Contribution to National Starts</b> | <b>3.37</b>   | <b>3.31</b>   | <b>3.54</b>   | <b>3.31</b>   | <b>3.32</b>   | <b>3.37</b>                         | <b>3.48</b>   |

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

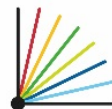
The year on year percentage change in apprenticeship starts below shows that the growth of apprenticeships since 2010/11 has been significantly impacted. Between 2014/15 and 2015/16 Lancashire has grown its apprenticeship starts by 7 per cent compare to the North West and England's 2 per cent growth.



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

While Lancashire is in a stronger position than others, the governments 3 million target for England is unrealistic. To meet their target of 2.4 million additional starts in this parliament, year on year there would need be a further 120,000 apprenticeship starts per annum. Between 2014/15 and 2015/16 there were only 9,700 more starts.

Our ambition is therefore is to incrementally grow our apprenticeships focussing on meeting the needs of Lancashire while continue the growth of our percentage contribution to the overall national starts year on year.



The table below shows a two year comparison of Lancashire's apprenticeship starts by priority sector and apprenticeship level. The majority of provision is growing across the board, with those which have declined or aren't delivered highlighted in bold. Data even at this macro level illustrates the opportunities availability, for example, with the introduction of the levy and standards in higher and degree apprenticeships. To note, the higher level data is mainly Level 4.

| Priority Sector                        | Intermediate |             | Advanced |           | Higher   |          |
|--|--------------|-------------|----------|-----------|----------|----------|
|  | 2014/15      | 2015/16     | 2014/15  | 2015/16   | 2014/15  | 2015/16  |
| Advanced Manufacturing and Engineering | 1072         | 1080        | 862      | 878       | 18       | 21       |
| Construction                           | 503          | 579         | 153      | 173       | 2        | 6        |
| Creative and Digital                   | 108          | 115         | 262      | 330       | 26       | 54       |
| Energy and Environmental Technology    | 13           | 22          | <b>0</b> | <b>0</b>  | <b>0</b> | <b>0</b> |
| Financial and Professional Services    | 2931         | 3089        | 1692     | 1747      | 383      | 558      |
| Health and Social Care                 | 1405         | <b>1395</b> | 1426     | 1437      | 393      | 425      |
| Logistics                              | 293          | 343         | 48       | <b>36</b> | 1        | <b>0</b> |
| Science                                | <b>0</b>     | <b>0</b>    | 7        | 11        | 0        | 3        |
| Visitor Economy                        | 1152         | 1192        | 480      | 550       | 7        | 26       |

Source: SFA Data Cube (2017)

## Lancashire's Skills and Employment Priorities

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 Framework<sup>2</sup> 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.

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



## Key skills and employment issues

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

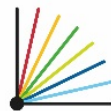
## Apprenticeships

Apprenticeships have been identified as a priority and one of the solutions to address Lancashire's key issues throughout the evidence base and in consultation with stakeholders. Embedded throughout the Strategic Framework are the following objectives that have now come together in this Apprenticeship Growth Plan:

- 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.

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

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



## **Meeting Lancashire's needs**

By focussing on the three key ways of working we will meet the needs of Lancashire.

### **1. Collaborating and working in partnership**

The Apprenticeship Growth Plan can only be achieved in partnership with all stakeholders. A collaborative approach is required to ensure that the plan meets the needs of Lancashire, for example:

- Collaborating to create a granular plan which targets priority growth areas in particular sectors, occupational areas and levels. To forecast demand from employers and match that against what apprenticeships providers are planning to deliver.
- Collectively identify and work together to address areas of concern where the market on its own may not deliver the apprenticeships provisions needed by Lancashire businesses and where there are gaps in provision needed by employers.
- Encourage and support apprenticeship providers to collaborate on apprenticeship standard development to create complete provision pathways from level 2 to degree for employers in Lancashire's priority sectors.
- Apprenticeships providers working on a collaborative marketing campaigns.

### **2. Informing, engaging and supporting key stakeholders**

Key stakeholders must not only understand apprenticeships and the reforms but find it easy to engage with apprenticeships whether that is as an individual, an employer or a provider of apprenticeships, for example:

- Supporting SME's to take on apprenticeships, through pre-apprenticeship provision, apprenticeship supervisor development and the development of apprenticeship standards.
- Supporting the public sector to meet its 2.3% target.
- Engaging with schools and teaching staff so that they can inspire young people to consider an apprenticeship.

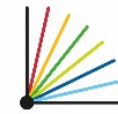
### **3. Directing funding and resources to support the plan**

Working in partnership to deliver this Apprenticeship Growth Plan which focusses on growth in specific key sectors, occupations and levels to meet Lancashire's needs will allow us to direct and focus limited funding and resources to areas which have greatest impact on Lancashire residents and the economy.



### Action Plan 2016-2017

| Informed Approach  |  |   |   |
|--|--|---|---|
| <b>ACTION: Stakeholder engagement to inform our approach and maintain our evidence base and insight</b>  |  |   |   |
| Activity   | Owner  | Success metric  | Planned Impact  |
| A pilot approach to conduct research into the planned growth and scope of supply of apprenticeships collated from Lancashire based apprenticeship providers. | The Lancashire Skills and Employment Hub<br>The Lancashire Colleges<br>WBL Forum | An informed Lancashire growth plan in regard to supply.   | Understanding the growth of the supply of apprenticeships will allow involved partners to consider gaps and duplication in the market.          |
| Research into the employers in Lancashire, using SFA funding and data to identify who is engaged with apprenticeships, in what sector and at what level.     | The Hub<br>SFA   | An informed Lancashire growth plan in regard to demand.   | Highlight strengths and weakness of demand by sector, level etc. Cross referenced with the supply data above to identify under and over supply. |
| Regular meetings with representatives of the WBL Executive Forum.  | WBL Forum<br>The Hub   | Outcomes of the meetings feed into the development of the growth plan. Evidence of collaborating on activities and shared ownership of the growth plan. | The plan reflects the needs of stakeholders and activities are successfully delivered in partnership.   |
| <b>ACTION: Influence, prioritise and direct the use of funding</b>   |  |   |   |
| Activity   | Owner  | Success metric  | Planned Impact  |
| Funding from ESF, Careers Enterprise Company etc. to be directed to support the apprenticeship growth plan.  | The Hub  | Clear overview of funding and contribution to the Apprenticeship Growth Plan.   | Achievement of apprenticeship growth targets.   |
| <b>ACTION: Connect with other LEPs</b>   |  |   |   |
| Activity   | Owner  | Success metric  | Planned Impact  |
| Regular meetings with the North West, national network of LEPs and collaborating with other LEPs where appropriate.  | The Hub  | Cross boundary working is established to grow apprenticeships. E.g. collaborating in negotiating access to key data.                                    | To consider where working across LEP boundaries can effectively grow traineeships and apprenticeships.  |



| Future Workforce   |  |   |  |
|--|--|---|--|
| <b>ACTION: Inspiring young people</b>  |  |   |  |
| Activity   | Owner  | Success metric  | Planned Impact   |
| Growing the Employer and Young Apprenticeship Ambassador Network. This activity is supported by ESF activity funds.  | The Hub<br>WBL Forum<br>LESEP<br>Learndirect         | Expand the network to 100 by summer 2017.<br>Network to engage in a min of 150 activities by summer 2017.   | Ambassadors break down misconceptions young people, teachers, parents and employers may have about apprenticeships and inspire people to engage with apprenticeships or traineeships.                |
| The ASK project aim is to support schools to meet their statutory duties regarding apprenticeships and traineeships and inspire people to engage with apprenticeships or traineeships. | WBL Forum  | Visit 80 schools<br>Inform 4000 students about Apprenticeships.<br>Work with 4000 students to register on Find an Apprenticeship with 120 applying for vacancies. | The ASK programme breaks down misconceptions young people, teachers and parents may have about apprenticeships and it inspires people to engage with apprenticeships or traineeships.                |
| LMI Workshops inform adults that influence young people's choices about traineeships and apprenticeships.  | The Hub<br>NCS                                       | Deliver LMI workshops to 150 individuals by summer 2017.  | The workshops to break down misconceptions or misunderstandings teachers and school governors may have about apprenticeships and they inspire people to engage with apprenticeships or traineeships. |
| Lancashire Enterprise Advisor Network (LEAN) – embeds apprenticeship inspiration into the employer engagement strategies of each school in the network.                                | LEAN<br>Inspira<br>The Hub                           | Expand the network from 20 schools to 60 schools by end of January 2017 and 72 by June 17.  | The enterprise advisors will embed traineeships and apprenticeships inspiration in each school's employer engagement strategy.   |
| <b>ACTION: Improving employability skills and aligning curriculum</b>  |  |   |  |
| Activity   | Owner  | Success metric  | Planned Impact   |
| Digital Advantage Pilot being delivered in 10 institutions. Engage digital companies with apprenticeship providers to identify apprenticeships for young people.                       | The White Room<br>Digital<br>Lancashire<br>WBL Forum | 10 schools and colleges engaged in 2016/17. 150 young people engaged. 50% minimum progress into an apprenticeship.  | Inspire young people to take up an apprenticeship in a digital company. Inspire Lancashire's digital employers to take on an apprentice. Address skills shortages in Lancashire's digital sector.    |





| Skilled and Productive Workforce   |                                |   |  |
|--|--------------------------------|---|--|
| <b>ACTION: Apprenticeship growth</b>   |                                |   |  |
| Activity   | Owner                          | Success metric  | Planned Impact   |
| A series of apprenticeship levy events conducted in partnership.   | WBL Forum<br>The Hub           | Good attendance and positive feedback.  | Employers are informed of the apprenticeship driven reforms. Relationships between employers and apprenticeship providers strengthened.          |
| Members of the WBL Forum producing a collective marketing campaign.  | WBL Forum                      | Campaign is launched and results in additional apprentices.   | Employers find it easy to engage with the WBL Forum and get an apprenticeship solution that meets their needs.                                   |
| ESF funding for sector specific interventions to support Lancashire's priority sector SMEs to engage with the development and delivery of new apprenticeship standards, especially at higher levels. | TBC                            | Increase of employers especially SMEs delivering and being involved new apprenticeship standards in priority sectors. | Employers are supported to engage with the new standards and this leads to more standards being offered in Lancashire.                           |
| <b>ACTION: Capacity in employers to engage with apprenticeship reforms</b>   |                                |   |  |
| Activity   | Owner                          | Success metric  | Planned Impact   |
| ESF Employer Skills Support (ESS) - Mentoring training for supervisors. Supporting existing employees into apprenticeships.  | Learndirect and subcontractors | Increased number of businesses offering apprenticeship standards.   | Greater number of opportunities for Lancashire's people. Impact on productivity and growth for Lancashire's businesses.                          |
| ESF Access to Employment (A2E) - supporting unemployed candidates into apprenticeships.  | LESEP                          | Increased number of businesses offering apprenticeships   | Greater number of opportunities for Lancashire's people. Impact on productivity and growth for Lancashire's businesses.                          |
| <b>ACTION: Workforce planning</b>  |                                |   |  |
| Activity   | Owner                          | Success metric  | Planned Impact   |
| Strengthen relationship with BOOST Gateway Service, so they are fully informed of reforms, providers and how to link employers with them.  | BOOST<br>The Hub<br>WBL Forum  | Appropriate referrals from the Gateway Advisers to ESS programme and apprenticeship providers.                        | Making it easy for employers to take on an apprentice and therefore increase the number of apprenticeships.                                      |
| Embedding apprenticeships support into sectors across organisations such as, NAA, Construction Hub, Digital Lancashire and the Health and Social Care Skills Partnership.                            | As per activity box            | Increase the number of apprenticeships in Lancashire's priority sectors.  | Inform employers about the routes, levy and reforms during interactions and linking up to apprenticeship providers to meet the 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 and refer to Lancashire based providers. |
|--|--------------------------------|---|---|

| Inclusive Workforce  |  |  |   |
|--|--|--|---|
| <b>ACTION: Enabling an inclusive workforce; supporting unemployment &amp; inactive into work</b>   |  |  |   |
| 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 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 apprenticeships and they will successfully take up an apprenticeship opportunity.                          |
| <b>ACTION: Incorporating social value into public procurement processes</b>  |  |  |   |
| Activity   | Owner  | Success metric   | Planned Impact  |
| Traineeships and apprenticeships are social value outcomes in the Growth Deal and City Deal programme's projects. Disseminate the 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.                                   |