

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>Supported by</p> <ul style="list-style-type: none"> 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. 	<p>LEAD</p> <ul style="list-style-type: none"> 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. Communicate with Levy Payers to address the key issues identified in the evidence base and offer solutions. 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. 	<p>Supported by</p> <ul style="list-style-type: none"> 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. 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. 	<ul style="list-style-type: none"> Understand and acknowledge local activity and established networking groups to ensure that any further activity adds value in the Lancashire setting. Produce and distribute a Lancashire Employers' Apprenticeship Toolkit through partners and to intermediaries engaged with businesses to assist all employers.
<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>LEAD</p> <ul style="list-style-type: none"> 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. Establish good practice in the transfer of levy funds in Lancashire to supply chain organisations. 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. 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. 	<p>Supported by</p> <ul style="list-style-type: none"> 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. Support the delivery of a Public Sector Event. Monitor the impact on additional Apprenticeship starts which can be tracked through the Government's published data. 	<p>Supported by</p> <ul style="list-style-type: none"> 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. 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. 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. 	<ul style="list-style-type: none"> Conduct a PR campaign to announce the Local Authority's commitment to the 2.3% target. 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. 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. LWBLEF to produce case studies for those willing to contribute. LWBLEF to hold an Apprenticeship Ambassador networking event and

				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.	<p>Supported by</p> <ul style="list-style-type: none"> • 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. 	<p>LEAD</p> <ul style="list-style-type: none"> • 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. • 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. 	<p>Supported by</p> <ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • LSH to further mine the Bluesheep data to identify potential Apprenticeship Champions across all sectors. • LWBLEF to produce case studies for those willing to contribute. • 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.
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.	<p>Supported by</p> <ul style="list-style-type: none"> • 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. 	<p>LEAD</p> <ul style="list-style-type: none"> • 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. • 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. 	<p>Supported by</p> <ul style="list-style-type: none"> • 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. • 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. 	<ul style="list-style-type: none"> • LSH to further mine the Bluesheep data to identify historical Apprenticeship Champions across all sectors. • 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.
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.	<p>Supported by</p> <ul style="list-style-type: none"> • LL to embed Apprenticeships as a key priority in economic development events and activities, to promote Apprenticeships to businesses in their local economy. 	<p>LEAD</p> <ul style="list-style-type: none"> • Work with partners to identify existing priority sector networks/groups and negotiate presenting a sector specific Apprenticeship input at these events. • At these sector events utilise appropriate Apprenticeships Champions, so that the inputs are business led and have greatest impact. 	<p>Supported by</p> <ul style="list-style-type: none"> • 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. • 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 	<ul style="list-style-type: none"> • 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.

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			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>Supported by</p> <ul style="list-style-type: none"> Lancashire County Council's Apprenticeship team to support their looked after children and care leavers team, supporting young people into Apprenticeships. Unitary Authorities to do similar. 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. 	<p>LEAD</p> <ul style="list-style-type: none"> 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. Review the Apprenticeship knowledge of those organisations delivering initiatives and projects that engage with the 'Inclusive Workforce'. 	<p>LEAD</p> <ul style="list-style-type: none"> Apprenticeship Ambassador Network. Apprenticeship Support & Knowledge for Schools Project (ASK Project). 	<ul style="list-style-type: none"> LWBLEF to continue to recruit Employer Apprenticeship and Apprentice Ambassadors in both public and private sectors. 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. LEAN to support Enterprise Advisers to raise their knowledge regarding Apprenticeships to support their role. If there is a need LSH to organise Apprenticeship advocacy events for organisations delivering initiatives and projects that engage with the 'Inclusive Workforce'. LCC and Unitary Authorities to support their looked after children and care leavers teams to raise their knowledge regarding Apprenticeships to support their roles. South Ribble Council's Apprenticeship Factory to develop IAG sessions for Parents and Teachers (Myth Busting).
<p>8. Recommendations from Eunoia Research.</p>			<p>LEAD</p> <ul style="list-style-type: none"> Share impact of recommendations carried out with the action group. Share plans going forward to support the LWBLEF members. 	<ul style="list-style-type: none"> 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.

<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>LEAD</p> <ul style="list-style-type: none">• LSH to work with the other 38 LEPs through the LEP Skills Network to collectively lobby and share best practise.		<ul style="list-style-type: none">• Investigate if the LEP areas with the best rankings have done anything specific to bolster Apprenticeship start numbers.
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