

## Lancashire Skills and Employment Strategic Framework

Refresh for 2021

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## Introduction

The Lancashire Skills and Employment Strategic Framework 2016-2021 was published in February 2016. The framework brought together partners in Lancashire and provided a shared focus and platform aimed at improving the responsiveness of the skills and employment system to the needs of Lancashire. Driven by Lancashire's Skills and Employment Advisory Panel, the framework was underpinned by an extensive evidence base and was aligned with Lancashire's Strategic Economic Plan (SEP).

Much has been achieved in the past 4 years, for example:

- Establishment and phased roll out of the Enterprise Adviser Network and award winning Careers Hub, raising the quality of careers provision in secondary schools and colleges across Lancashire in partnership with the business community
- Launch of the first Digital Skills Partnership in partnership with DCMS in April 2018
- Production of a shared Technical Education Vision in October 2018 – with one of the largest clusters of colleges delivering T Levels in the first 2 phases
- Development with partners of the Lancashire Skills Escalator and 'Escalate' referral tool, enabling European Social Funded (ESF) projects to move people more effectively into sustained employment
- Launch of the Lancashire Skills Pledge with partners – bringing together a simple means for employers to engage with education and training
- Launch of 'Skills for Work' in partnership with over 50 local and national partners in response to the COVID-19 pandemic, to enable furloughed workers, those at risk of redundancy and those looking for work to easily access the support that is available to them.

It was the intention to refresh the framework to cover a similar 5 year time period, however, the country has entered unprecedented times, with the impact of COVID-19 on the economy and employment and skills only starting to be understood. Whilst the development of the Lancashire Enterprise Partnership (LEP) Strategic Economic Framework has progressed, the production of the Local Industrial Strategy in Lancashire was paused due to the pandemic, and is due to be progressed and completed at a time when the co-design with government can be re-initiated. The production of the Greater Lancashire Plan was also initially paused. Focus shifted to the response to short-term impact of COVID-19 and then to recovery, with the publication of Lancashire's Recovery Plan in June 2020 – Redefining Lancashire<sup>1</sup> which sets out the urgent actions required to support survival, stabilisation, recovery and return to growth for businesses and employment. In June 2020 the Lancashire Local Government Leaders also signalled collective intent to pursue devolution and the formation of a Combined Authority; the development of the Greater Lancashire Plan is now being accelerated, setting out a new vision for inclusive growth, healthy communities and cleaner world, delivered through a place shaping strategy of public sector reform, economic growth and environmental sustainability, with the LEP driving forward business-led delivery of Lancashire's Strategic Economic Framework.

It has thus been agreed by the Lancashire Skills and Employment Advisory Panel that the framework should be refreshed for a one year period, recognising the unique circumstances that Lancashire has entered.

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<sup>1</sup> <https://www.lancashire.gov.uk/media/917897/redefining-lancashire-our-approach-to-recovery-25-june-2020.pdf>

## Labour Market Context

### *Introduction*

Lancashire is a large and diverse area, with coastline, countryside and urban centres. It is internationally renowned in the military and civil aerospace industry, with the largest single concentration of aerospace production in the country. Lancashire also has a high concentration of automotive supply chain businesses, a growing base of medical technology businesses, as well as a wide ranging food and drink manufacturing base. With strengths in clean technology, including nuclear and wind, the energy industry is also significant. Alongside tourism and hospitality, and agriculture, the area has a diverse range of skills and employment needs. The Lancashire Skills and Employment Strategic Framework recognises the different strengths and weaknesses of the wider area, and will be applied in accordance with the needs in more localised travel to work footprints.

Lancashire has a proud industrial heritage, with the manufacturing sector contributing the highest of any sector to Lancashire's gross value added as of 2018 figures (figure 1), and 13.6% of all employment in the Lancashire LEP area (figure 2). To note the figures and tables are provided in the Appendix to the framework. As of March 2020, the Lancashire LEP employment was higher than that seen regionally in the North West, and in the UK (figure 5), after being below the UK overall rate in 2019, and for much of the period between 2013-2017. Despite Lancashire's higher than average employment rate, household disposable incomes in each of Lancashire's 15 authorities show that they are below the UK average (figure 7), and show significant regional variation, with over £6,000 disparity annually between the district with the highest average household disposable income, and the lowest. Whilst GVA per Head of the population has been growing in recent years, Lancashire has lower than average productivity when compared to North West and UK averages (figure 19).

The economic impact of COVID-19 is only just starting to be understood, the claimant count as a percentage of 16-64 residents is one way of tracking the impact this has had in the labour market. The Lancashire LEP region claimant count was at 3.7% in March 2020, mostly before the introduction of measures designed to reduce the spread of COVID-19. During the disruption this peaked at 7% in May 2020, an increase of 3.3%, with the claimant count sitting at 6.9% as of July 2020 (figure 10). This masks significant variation across Lancashire's districts, with some districts seeing increases as large as 5.1% (figure 8). This variation across districts can also be seen in the figures released by Her Majesty's Government pertaining to the Coronavirus Job Retention Scheme (figure 11). The economic disruption has led to large scale use of the furlough scheme, and data released shows that this disruption has had a severe effect on certain sectors, some of which have been worse affected regionally (North West) than nationally (figure 9).

### *Young People*

Looking at the average attainment 8 scores of Key Stage 4 pupils in Lancashire, compared with those in the England, the Lancashire average is above that of England. This does however mask significant variation in the districts of the Lancashire LEP, with Blackpool and Burnley achieving an average Attainment 8 score of around 40 on average in 2017/18, compared to the average in England of 44.5, and 45.8 in Lancashire (figure 12).

Overall Lancashire LEP has a higher rate of 16 and 17 year olds who are not in education, employment or training (NEET), than is seen nationally and regionally in the North West (figure 13). It is important that stakeholders and providers continue to work towards ensuring that there is adequate and appropriate provision available to support young people who are at risk of or NEET to reengage with learning and work. A Gap Analysis has been undertaken showing the availability of appropriate provision in Lancashire for these young people, which has been used to inform the targeting of European Social Funds (ESF). Without ESF provision, NEET provision is lacking.

Young people's education and employment prospects are of particular heightened importance when considering the impact of COVID-19 on the Lancashire economy, with young people aged 18-24 experiencing a claimant count percentage of 10.1%, which is above the Great Britain overall of 9.3% as of July 2020, and which is 3.2 basis points above the overall rate for residents aged 16+ in Lancashire (figure 8).

### *Unemployment*

Whilst there were employment rate and weekly take home pay disparities across local authorities within Lancashire which existed pre COVID-19 (figure 16), these have been further entrenched as a result of the economic disruption caused by COVID-19, with significant increases in the claimant count in already disadvantaged areas (figure 17), with some areas experiencing claimant count rates as high as 12.3% in July 2020 (figure 8). This further highlights the need to continue to boost the skills and employability of unemployed and inactive residents, supporting their journey into work, particularly in disadvantaged areas.

With the economic impact of COVID-19 maturing every month, seeing increases in claimant counts across Lancashire (figure 8), and high levels of furlough in certain local authorities (figure 11), with high employment in some of the most badly affected sectors (figure 9), it is important that emphasis is placed on reskilling & upskilling the current workforce, with a focus on digital skills to support technology adoption as the jobs that once existed in certain sectors aren't guaranteed to exist going forward, in addition to bolstering support for employees who are at risk of redundancy. This extends to being informed by robust labour market insight in which demographics are most at risk and are badly affected, potential inferences can be drawn when looking at the disparity in the rate of growth in the claimant count across Males and Females (figure 10).

### *The Labour Market*

Lancashire has lower than average productivity (figure 19). In addition, Lancashire has an ageing workforce and a reducing working age population (figure 3). Replacement demand in Lancashire's key sectors, for example, manufacturing, energy and health, demonstrates the need to attract and retain skills to enable businesses to function effectively (figure 24). There is opportunity to drive up productivity through new talent with a different skills set, for example, people who are digitally confident and able to work intuitively with new technologies, [see Lancashire's Digital Landscape Report 2019<sup>2</sup>](#).

Projections of demand for qualifications to 2028 show increased demand for Level 3 and 4+ with declines in demand for Levels 1 and 2, and a significant fall in demand for those with no qualifications – Lancashire is projected to experience a larger decline in the demand for those with no qualifications than the UK overall (figure 21). Thus, there is a challenge for the local economy to upskill its existing workforce and to ensure that the next generation of workers has the qualifications necessary for the skill-hungry economy of the future.

Lancashire lags the Northwest and national average (England minus London) in terms of qualifications at Levels 4 and above (figure 4). This impacts on productivity and the lower than average weekly wage (figure 14). Skills and employment forecasts indicate that there will be a greater demand for employees with Level 4+ skills, particularly technical and professional skills (figure 21).

The economic disruption caused by COVID-19 seems to have varied in severity in accordance with the sector, and the working conditions which are intrinsic to those sectors, some of the worst affected sectors (figure 9) which have seen the highest rates of furlough across the North West, are notable contributors to Lancashire's economic output (figure 1), and were previously forecast to have significant requirements for replacement demand in the next 8 years (figure 24). This further highlights the need for the Lancashire Skills and Employment Hub to engage with sector specific initiatives targeted at areas with labour market demand, which could be fast changing in an uncertain economic landscape, and must be informed by robust labour market intelligence.

Lancashire's employment base is characterised as having fewer workers in Professional occupations, Associate Professional and Technical occupations, and managerial occupations than is typical nationally (figure 6), whilst having a considerably higher percentage of jobs in skilled trade occupations, Caring, Leisure and other service occupations, and Administrative and Secretarial occupations.

Following the Apprenticeship reforms, 2017/18 Apprenticeship starts were down by 32.7% on the 2016/17 level (figure 18). In the two years following the apprenticeship reforms, Lancashire's starts had started to experience a

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<sup>2</sup> <https://www.lancashireskillshub.co.uk/wp-content/uploads/2020/06/Lancashire-Digital-Report-FINAL-Exec-Summary-May-2020.pdf>

recovery, and as of 18/19 Apprenticeship starts were at 73.2% of their pre-reform level, with an increase in starts year on year. Apprenticeship starts as of Quarter 3 of 2019/20 (August 2019 – April 2020) are down 10% (980 starts) in Lancashire on the same period in 2018/19, with the growth in Apprenticeship starts in the first six months of the 2019/20 academic year being offset by the impact of COVID-19. Current Apprentices are also affected by furlough and breaks in learning resulting from COVID-19.

Lancashire lags the UK by percentage of employment at a managerial level (figure 6), and highlights the need to improve Leadership & Management capacity in SMEs particularly, with a renewed focus on ensuring supervisors and managers have the skills needed to support business recovery relating to COVID-19.

### *Health*

Lancashire local authorities which have available data on sickness absence when at work typically lag both the UK and North West average for the percentage of hours of work lost annually due to sickness (figure 22), this highlights the need to continue to develop workplace initiatives that enable a healthy workforce including retaining ageing workers, especially given Lancashire's composition of the population lags the UK and North West proportion of 16-64 residents (figure 3). This is further compounded by the impact of COVID-19 on health and well-being, in particular mental health.

## Wider Policy Context

The government has published an array of strategies and policies that provide a wider context for the Lancashire Skills and Employment Strategic Framework. The landscape has increased in complexity due to the pandemic and the impact that this has had on education, skills and employment. With unprecedented increases in unemployment, and those at risk, the government has published a 'Plan for Jobs' which a range of initiatives which aim to provide support to businesses and people to boost employment, and in particular the prospects of young people who have been adversely impacted.

Prior to the pandemic there were a number of notable publications. The government published the UK's Industrial Strategy<sup>3</sup> in November 2017, which paved the way for the production of Local Industrial Strategies. The aim of the Industrial Strategy is 'to boost productivity by backing businesses to create good jobs and increase the earning power of people throughout the UK with investment in skills, industries and infrastructure'. This included plans to build a world-class technical education system, investment in maths and digital, the establishment of a National Retraining Scheme to retrain people within an environment of automation and digitalisation, and policies to enable the 'levelling up' of disadvantaged areas.

Significant progress has been made in relation to technical education, with the publication of the independent report on technical education and the Post-16 Skills Plan<sup>4</sup>. Apprenticeship reforms and the establishment of the Institute for Apprenticeships and Technical Education (IfATE) has sought to establish an employer led system, with progress made towards a streamlined system and a common framework of 15 routes, alongside the introduction of the Apprenticeship Levy. Progress includes the development of and phased introduction of T Levels from September 2020 (high quality, two year programmes with industrial placements aligned with Apprenticeships). This is complemented by the publication of the Post-18 Review<sup>5</sup> and Higher Technical Education Reforms<sup>6</sup> and the intention to drive good quality, employer led Higher Technical Qualifications at Levels 4 & 5. This will align and build on current and future investment in Institutes of Technology.

The Lancashire Technical Education Vision<sup>7</sup> recognises the importance of a high performing technical education system to the Lancashire area, and the role that technical routes have in enabling people to develop technical skills to improve their job prospects and earning potential, whilst also boosting the productivity of businesses. With a strong network of educational providers and a significant industrial base, Apprenticeships have a long legacy in Lancashire, which are now being complemented by the introduction of T Levels in 6 colleges across the area.

The government Careers Strategy<sup>8</sup> published in December 2017, set out ambitions for improving the careers system, with a particular focus on the system in secondary schools and colleges, building on the establishment of the Careers and Enterprise Company and the co-investment by LEPs and Local Authorities across the country in the development of Enterprise Adviser Networks and the partnership with business, including the success of the NE pilot of the Gatsby Benchmarks. The strategy announced the intention to invest in Careers Hubs and the establishment and professional recognition of the Careers Leader role in schools and colleges and to position the Gatsby Benchmarks as the 'gold standard' for a good careers programme. Significant progress has been made since the publication of the strategy for young people, whilst careers provision for adults remains patchy with a digital first approach from the National Careers Service and limited, targeted support for individuals.

<sup>3</sup> <https://www.gov.uk/government/publications/industrial-strategy-building-a-britain-fit-for-the-future>

<sup>4</sup> <https://www.gov.uk/government/publications/post-16-skills-plan-and-independent-report-on-technical-education>

<sup>5</sup> [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/805127/Review\\_of\\_post\\_18\\_education\\_and\\_funding.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/805127/Review_of_post_18_education_and_funding.pdf)

<sup>6</sup> <https://www.gov.uk/government/publications/higher-technical-education-reforms/higher-technical-education-reforms>

<sup>7</sup> <https://www.lancashireskillshub.co.uk/strategies/technical-education-vision/>

<sup>8</sup> [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/664319/Careers\\_strategy.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/664319/Careers_strategy.pdf)

The Lancashire Enterprise Adviser Network (EAN) has gone from strength to strength since its beginnings in February 2016 and phased roll out, complemented by the launch of the pilot Careers Hub in the Blackpool Opportunity Area, Burnley and Pendle in September 2018. From September 2020, the Hub will be rolled out across the whole of the Lancashire area. The Hub is one of the highest performing in the country and achieved the Careers Hub of the Year award at the September 2019 annual Careers and Enterprise Company & Gatsby Foundation awards. Technical education routes are embedded, in-line with Lancashire's Technical Education Vision.

The UK Digital Strategy 'Our Plan for Britain'<sup>9</sup> was published in March 2017, setting out ambitions to create a world-leading digital economy that works for everyone. The strategy outlines the importance of digital skills in increasing prosperity and productivity, and the need to ensure that no-one is left behind. This was complemented by the publication of a Digital Skills and Inclusion Policy<sup>10</sup>. Digital skills are required to enable businesses to harness the productivity benefits of digital innovation, and for people to achieve a broad range of positive outcomes including gaining employment, saving money, expanding career opportunities, reducing isolation and improving health and wellbeing. The strategy initiated the establishment of the national Digital Skills Partnership (DSP) by DCMS, which brings together public, private and charity sector organisations. The partnership aims to help increase the digital capability of individuals and organisations in England, and is mirrored by a number of local pilot partnerships which aim to tackle local digital skills challenges and build thriving and inclusive local economies. The Essential Digital Skills entitlement is also being introduced to help to address digital exclusion supporting the

In 2018, the LEP established the first local DSP in partnership with DCMS. This enabled investment in a Regional Coordinator which has enabled considerable progress to be made in working with partners to tackle local digital skills challenges – including embedding digital within careers provision, boosting digital skills in business and upskilling Lancashire people to improve employability and address digital skills shortages and hard to fill vacancies. For example, the 'test and learn' Fast Track Digital Workforce Fund, a collaboration with DCMS and Greater Manchester Combined Authority (GMCA) will test innovative approaches to employer and provider collaborations to fast track local people into high value digital roles through intensive 'bootcamp' provision, whilst also seeking to improve diversity in the digital workforce. The approach will influence the development of the National Skills Fund, working in partnership with DfE.

Aligned with the Industrial Strategy and UK Digital Strategy, the industry-led Made Smarter Review<sup>11</sup> explored how UK manufacturing can maximise benefits from increasing the adoption of digital technology through the 4<sup>th</sup> Industrial Revolution, also referred to as Industry 4.0. A strong government-industry partnership has resulted which is driving an industrial digitalisation programme, the Made Smarter pilot, across the Northwest of England benefiting Lancashire businesses. The local DSP is supporting the pilot in regard to skills for digitalisation.

Welfare reform, primarily through the introduction of Universal Credit<sup>12</sup> aims to improve progression into jobs and progression to higher levels of pay among those already in work. Traditionally, funding from the Department for Work and Pensions has focused on training solutions to reduce the out-of-work claimant count, but with the advent of Universal Credit there is a greater emphasis on focusing on training of those in employment that will help increase their income.

In response to the impact of COVID-19, the government has published a 'Plan for Jobs'<sup>13</sup> which aims to reduce the impact of the pandemic on businesses and people, with a number of schemes aimed at incentivising employers to keep on employing – for example, through the furlough scheme and job retention bonus, by incentivising Apprenticeships and the introduction of the Kickstarter programme. It will be important to ensure that the schemes

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<sup>9</sup> <https://www.gov.uk/government/publications/uk-digital-strategy>

<sup>10</sup> <https://www.gov.uk/government/publications/digital-inclusion-and-skills-policy/digital-skills-and-inclusion-policy>

<sup>11</sup> <https://www.gov.uk/government/publications/made-smarter-review>

<sup>12</sup> [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/48897/universal-credit-full-document.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/48897/universal-credit-full-document.pdf)

<sup>13</sup> <https://www.gov.uk/government/publications/a-plan-for-jobs-documents/a-plan-for-jobs-2020>

are maximised locally, working with DWP, Jobcentre Plus and local partners to integrate the schemes with existing provision, and to also communicate the offers clearly to employers and individuals. The [www.skillsforwork.info](http://www.skillsforwork.info) microsite has been launched with over 50 partners to communicate current offers, to bring support to those that are furloughed, to boost skills for business recovery and employability, support those facing redundancy and those seeking work, and younger people aged 16-24 with tailored provision. The site will be developed to incorporate new offers as they become live.

### Asks of government

The themes, priorities and delivery plan are presented in the following pages. As detailed on page 2, significant progress has been made since the publication of the first iteration of the Lancashire Skills and Employment Strategic Framework. To maintain momentum the following asks are made of government:

- Continued investment by DfE in the Skills Advisory Panels across the Country to enable effective intelligence gathering and analysis and an evidence based approach, beyond March 2021.
- Continued investment by DfE in the Enterprise Adviser Network and Careers Hub beyond August 2021 – ideally a 3 year settlement to enable planning and sustainability. Flexibility in the Gatsby Benchmarks to enable recognition of virtual encounters and experiences during the COVID-19 restrictions but also in the longer term to capture creativity and innovation and a move towards a blended approach which will increase exposure to different sectors and job roles.
- Continued investment in the Blackpool Opportunity Area with cascade to other disadvantaged areas in Lancashire with lower levels of social mobility, further compounded by COVID-19.
- Continued investment by DCMS in Digital Skills Partnerships beyond 2021. Roll out of the Fast Track Digital Workforce Fund and Digital Bootcamps by DfE under the National Skills Fund in April 2021, with expansion to other high value roles that are skills shortage areas – incorporating the learning from the Lancashire and GMCA test and learn pilots.
- Funds for a Lancashire Institute of Technology, enabling the co-design and development of existing and new Higher Technical Qualifications that meet the needs of employers now and in the future, and progression routes from T Levels.
- Further allocation of Skills Capital which is ring-fenced to invest in buildings, kit and technology to ensure that FE and HE has fit for purpose estate to drive up the quality of education and skills provision.
- Influence to shape UKSPF, as a replacement to European Social Funds, ensuring that the funds meets the priorities of Lancashire's labour market. Devolved prioritisation and fund management at a local level.
- Devolved AEB funds to LEP areas, regardless of MCA status, to ensure that funds are aligned with priorities in the local labour market and address needs.
- Maximised impact of the 'Plan for Jobs' on employment prospects of Lancashire residents, including Youth Unemployment, furlough schemes (including support highly impacted sectors, such as Tourism and Hospitality), working in partnership with local partners, DWP and DfE.
- Devolved use of unspent levy to local areas, to the benefit of younger people adversely affected by COVID-19.



## Key Themes

Lancashire has an established Skills and Employment Board which evolved in April 2019 to be the Skills and Employment Advisory Panel for the area, in-line with national guidance from the Department for Education (DfE). With an evidence-based approach in place, and an open source Labour Market Intelligence (LMI) Toolkit, the panel is focused on working with partners to identify and address skills and employment priorities in Lancashire. The Lancashire Skills and Employment Hub (Skills Hub) is the executive to the Panel, working with educational providers, business and stakeholders across the area.

The previous Lancashire Skills and Employment Strategic Framework had 4 themes: Future Workforce, Inclusive Workforce and Skilled and Productive Workforce, underpinned by an Informed Approach. These themes proved useful in clearly articulating the aims and objectives of the framework and will therefore continue to be used. The themes will support the implementation of the evolving LEP's Strategic Economic Framework.



**Future Workforce:** working with education and business to establish a talent pipeline and future workforce that meets the current and future demands of the local labour market.



**Inclusive Workforce:** supporting unemployed and inactive residents into sustainable employment, driving up digital skills and embedding social value to 'level up' areas of Lancashire and accelerate inclusive growth.



**Skilled & Productive Workforce:** working with business to drive up skills in Lancashire's workforce to boost productivity, in-line with the needs of Lancashire's growth pillars.

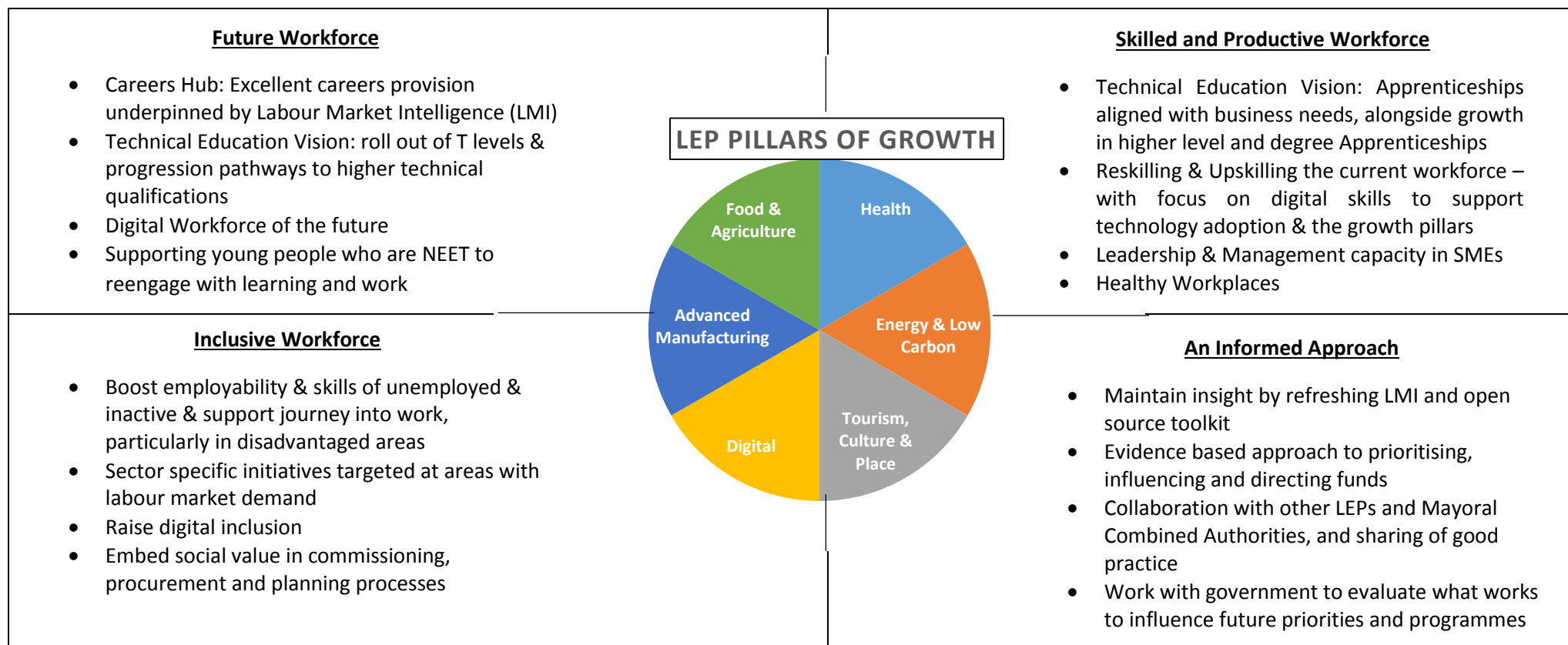


**Informed Approach:** taking an evidence based approach to identifying the skills and employment issues facing Lancashire's businesses and industries, prioritising and influencing locally and nationally, and working with partners to identify best practice.

The page overleaf provides a one page summary of the Lancashire Skills and Employment Strategic Framework. The summary shows the four themes, the underpinning priorities and alignment with the LEP's Strategic Economic Framework. The latter identifies the key growth pillars of the local economy: Manufacturing, Energy & Low Carbon, Digital, Health, Food & Agriculture and Tourism, Culture & Place. Sector Groups are being established against each of the growth pillars to support the wider development of the LEP's Strategic Economic Framework. The Lancashire Skills and Employment Advisory Panel and the Skills Hub will engage with the Sector Groups to support the identification of skills and employment priorities aligned with the pillars, and actions with partners to address them. The subsequent refresh of the framework at the end of 2021 will take into account the intelligence derived from the Sector Groups. The diagram also shows the enablers of the LEP's Strategic Economic Framework and the interactions with skills and employment, which brings in the importance of the construction workforce in supporting capital investment and infrastructure developments

**Lancashire Skills and Employment Strategic Framework 2021**

**Purpose:** An enabler of the LEP's Strategic Framework and the Greater Lancashire Plan, the Lancashire Skills and Employment Strategic Frameworks aims to build a talent pipeline aligned with the needs of the economy, boost the skills of our people to enhance productivity and drive an inclusive workforce in partnership with business, providers and stakeholders.



<b>Interactions with Enablers</b>			
<p><b>Infrastructure</b></p> <p>Investment in Skills infrastructure. Embedding Social value. Building construction skills &amp; workforce of future.</p>	<p><b>Mental Health</b></p> <p>Building the resilience of our Future Workforce. Healthy workplaces driving up productivity and health and well-being.</p>	<p><b>Finance &amp; Inward Investment</b></p> <p>Supporting inward investment through skills base, offer and supporting recruitment.</p>	<p><b>Stakeholder Engagement</b></p> <p>Businesses, providers and stakeholders engaged in the implementation of joint objectives.</p>

## Delivery Plan

The following tables lay out the key objectives and actions per theme for 2021, including anticipated outputs. The longer term view regarding outcomes and impact is presented under the monitoring and evaluation section. It is intended the monitoring and evaluation process be adopted for further refreshes of the framework.

There are a number of tools that have been developed in collaboration with providers, business and stakeholders which support the achievement of objectives. These cut across the themes and are used to help engage business, communicate offers and address issues of market failures associated with information sharing. The following tools will continue to evolve and develop throughout 2021 in-line with feedback from customers and partners:

### Lancashire LMI Toolkit

The open source evidence base will be developed to provide a detailed insight into the Lancashire Labour Market to support careers information, advice and guidance, curriculum planning, prioritisation of funding, articulation of priorities to government and to support bids and propositions.



The Lancashire Skills Pledge aims to provide a one stop shop for employers to easily engage in the upskilling, recruitment and inspiration of the people of Lancashire, whilst also recognising their commitment.



An on-line search tool that enables referral agencies and Lancashire residents to search and access local provision aimed at supporting unemployed adults on their journey back into work.

### Opportunities Map

A place based resource detailing training opportunities for young people aged 16-18 who are NEET (Not in Education, Employment or Training).

### Skills for Work

The Skills for Work microsite has been launched with over 50 partners in response to COVID-19 to communicate current offers, to bring support to those that are furloughed, to boost skills for business recovery and employability, support those facing redundancy and those seeking work, and younger people aged 16-24 with tailored provision.

### Social Value Toolkit

Toolkit to support organisations to embed social value into public sector contracts, with local sources of support to help them to deliver against their commitments.

<b>Theme: Future Workforce</b>			
<b>Rationale:</b>			
<ul style="list-style-type: none"> <li>• Lower than average attainment levels and increased young people who are NEET in disadvantaged areas drive the need to boost aspirations of young people and attainment to 'level up' the social mobility of young people. Lancashire also has lower levels of Level 4+ attainment levels and lower than average weekly wages. Good quality careers provision is a proactive means for boosting motivation, ambition and aspiration, and has been proven to positively impact on young people who are NEET.</li> <li>• Ageing workforce &amp; reducing working age population – paired with replacement demand in key sectors such as manufacturing, energy and health, drives a need to attract and retain skills in Lancashire businesses. Careers provision delivered in partnership with employers raises the profile of local businesses and careers paths, alongside Technical Education routes delivered in collaboration, enabling employers to 'grow their own' talent base and boost retention levels.</li> <li>• Digital is a priority sector for the LEP, with employment in the information and communication sector likely to grow nearly three time faster than the economy as a whole in the next 10 years to 2028, with GVA per worker significantly above the average. Digital roles across sectors are also in demand and will contribute to improving productivity as businesses adopt new technologies. With fewer than one in six digital workers being female and 40% aged 50-64, there is a need to draw young people into digital roles and widen the diversity of the workforce.</li> </ul>			
<b>Priority 1: Careers Hub: Excellent careers provision underpinned by Labour Market Intelligence (LMI)</b>			
<b>Objective</b>	<b>Action</b>	<b>Ownership</b>	<b>Output</b>
Raise the breadth and quality of careers provision across schools and post-16 education, working in partnership with business	Implementation of the Enterprise Adviser Network and the roll out of the Careers Hub from 30 to 156 educational institutions across Lancashire	Skills Hub, Inspira, Careers Leaders in schools and colleges, employers*	Sustained and improved performance against the Gatsby Benchmarks across the Careers Hub
Provision of quality encounters and experiences with employers (including the self-employed) and FE, HE and Apprentices in COVID-19 environment	Roll out and development of the Start Blackpool platform across Lancashire to provide alternative virtual encounters, raising the awareness of the priority sectors and employment and education pathways in Lancashire.	Skills Hub, Inspira, Careers Leaders in schools and colleges, employers, U-Explore	Sustained and improved performance against Benchmarks 5, 6 and 7
Technical Education Vision: Raise the profile of Technical Education to ensure that routes have the same parity of esteem as academic	Embed Technical Education routes into careers provision and develop CPD for careers professionals	Skills Hub, Inspira, Careers Leaders in schools and colleges, employers, Lancashire WBL Forum	Number of Apprentice Ambassadors and T Level Champions and number of activities Number of career professionals accessing training
<b>Priority 2: Technical Education Vision: roll out of T levels &amp; progression pathways to higher technical qualifications</b>			
Technical Education Vision: T Levels available to young people which are co-designed and delivered in partnership with employers	Implementation of the Routes Ready project with the Gatsby Foundation, successful T Level recruitment and delivery by 2020 & 2021 providers, foundations in place for phased roll out to broaden pathways and providers	Skills Hub, TLC, colleges, employers	Availability and take up of T Levels across Lancashire
Technical Education Vision: cohesive offer of Higher Technical Qualifications available to Lancashire residents which are co-designed and delivered in partnership with employers	Development of L4 & 5 pathways for Technical Education within a collaborative, cohesive plan for Lancashire, and collaborative bid for an Institute of Technology (IoT) for Lancashire	Skills Hub, TLC, colleges, universities, employers	Coherent offer, availability and take up of Level 4/5 routes in Lancashire

## Appendix 'A'

<b>Priority 3: Digital Workforce of the future</b>			
Increase understanding of the parents/carers, young people and key influencers about the range of digital careers available, specifically in Lancashire	Integrate the promotion of digital skills and careers into the Start Lancashire platform	Lancs Digital Skills Partnership, Inspira, Careers Leaders in schools and colleges, employers, U-Explore	Engagement in digital activities and video content on Start
	Delivery of digital careers activities: Teen Tech Lancashire programme, E-Sports programme, STEM Ambassador activity and embedding of employer encounters in GCSE Computer Science delivery	Lancs Digital Skills Partnership, Inspira, Careers Leaders in schools and colleges, STEMFirst, employers	Engagement in digital activities in schools and colleges
	CPD of teachers involved in KS3 and KS4 Computer Science delivery, in partnership with employers	NCEE/STEM Learning, Lancs Digital Skills Partnership, employers	Popularity of GCSE Computer Science and subsequent digital qualifications
<b>Priority 4: Supporting Young People who are NEET** to reengage with learning and work</b>			
Adequate and appropriate provision available to support young people who are at risk of or NEET to reengage with learning and work	Strategic oversight of ESF and mainstream provision targeted at Young People who are NEET	Skills Hub, Local Authorities, Youth Steering Group, Blackpool Opportunity Area, TLC, Lancashire WBL Forum, providers	Accessibility to NEET provision – addressing NEET Gap Analysis
	Ensuring routes enabled through the 'Plan for Jobs' are maximised in Lancashire and communicated effectively (e.g. Traineeships)	Skills Hub, Local Authorities, Blackpool Opportunity Area, TLC, Lancashire WBL Forum, providers	New offers integrated and understood by referral agencies

\* employers includes public, private and third sector

\*\*NEET – 16 and 17 year olds

<b>Theme: Inclusive Workforce</b>			
<b>Rationale:</b>			
<ul style="list-style-type: none"> <li>• Pre COVID-19 Lancashire had higher than average employment rates, however the trend has been volatile with significant variations in the employment rates across districts. Inactivity in the working age population is higher than the national average, again with significant variations between districts.</li> <li>• The working age population is less well qualified at Level 4 and above, and there are higher rates of employment in low skilled jobs, with lower than average weekly wages.</li> <li>• Digital inclusion is also an issue. The Lloyds Consumer Index 2019 indicates that 10% of people in the North West are offline and that this figure has only changed by 1% in the last 4 years, moreover 16% of benefit claimants in the Northwest are digitally disengaged.</li> <li>• The impacts of COVID-19 have been significant on the economy and people in the Lancashire Enterprise Partnership (LEP) area. It is an evolving picture and the full impact will not be fully understood for some months. However as of June 2020, the claimant count in the Lancashire LEP is 6.9%, this is 0.6% above the UK overall rate of 6.3%, which correlates with recent volatility in response to economic shocks.</li> <li>• A depressed labour market creating fewer opportunities will lead to increased competition for limited vacancies, making it even more difficult for those furthest from the labour market to compete to get into work.</li> <li>• There is a need to improve labour market mobility and the engagement of all Lancashire residents in productive work, particularly in disadvantaged communities which have higher than average unemployment and inactive and for those adversely impacted by COVID-19. This includes enhancing the digital skills of the unemployed and inactive to improve social mobility and employability.</li> </ul>			
<b>Priority 1: Boost employability &amp; skills of unemployed &amp; inactive, &amp; support journey into work, particularly in disadvantaged areas</b>			
<b>Objective</b>	<b>Action</b>	<b>Ownership</b>	<b>Outputs</b>
Improve the employability and skills of unemployed and inactive adults and support their progression into learning, volunteering, self-employment and work, particularly in disadvantaged areas and for those groups and areas where COVID-19 has had a greater adverse impact	Embedding of priority areas and groups in ESF funded and mainstream provision aimed at re-engaging people with work, with a focus on those groups adversely impacted by COVID-19	ESIF Committee, Skills Hub, DWP, ESFA, Big Lottery, providers	Lancashire residents engaged on ESF funded projects <ul style="list-style-type: none"> <li>- Participants engaged from priority areas and groups</li> <li>- Participants entering a positive outcome</li> </ul>
	Work with partners through the Adult Skills Forum to ensure that: <ul style="list-style-type: none"> <li>- provision is up-to-date on <a href="#">Escalate</a> (effective referrals) and <a href="http://www.skillforwork.info">www.skillforwork.info</a> so that Lancashire residents are able to access up-to-date and relevant offers</li> <li>- offers are effectively communicated to partners, referral agencies and Lancashire residents</li> <li>- referrals are made between projects to support people to advance up the Lancashire Skills Escalator and into sustained employment</li> </ul>	Skills Hub, DWP, Local Authorities, providers	Number of Escalate users and case studies  Number of visits to <a href="http://www.skillsforwork.info">www.skillsforwork.info</a> and click throughs to partner websites
	Ensure provision enabled through the 'Plan for Jobs' is integrated and maximised in Lancashire, including the development of 'Youth Hubs'	Skills Hub, DWP, Local Authorities, providers	Lancashire residents engaged in 'Plan for Jobs' provision (assuming availability of data from government)
	Influence shape of future provision through the development of a new domestic programme (UKSPF)	Skills Hub, DWP, Local Authorities, providers	Evidence of influence on future provision

<b>Priority 2: Sector specific initiatives targeted at areas with labour market demand</b>			
Work collaboratively with employers, to enable unemployed and low skilled Lancashire residents to move into jobs in areas of demand in the local labour market, taking into account the impact of COVID-19 on the growth pillars and wider sectors	Embedding of areas of labour market demand into ESF provision, to enable people to move into positive outcomes	Skills Hub, DWP, business intermediaries, providers, employers	Evidence of employers engaged in provision and collaborative approaches with providers Lancashire residents engaged in provision
	Work with DWP on the emerging Sector Based Work Academies to maximise impact for Lancashire businesses and residents	Skills Hub, DWP, business intermediaries, providers, employers	Lancashire residents moving into employment
Increase the availability of people trained with specialist digital skills in the Lancashire area, prioritising those aligned with the growth pillars	Work with DCMS and GMCA to deliver the Fast Track Digital Workforce Fund 'test and learn' programme, and work with employers and providers to develop future sustainable models of delivery to ensure more intensive training programmes are available in Lancashire  Expand the programme, working with the DfE, to test bootcamp approaches and influence the future shape of the National Retraining Scheme and National Skills Fund	Lancs Digital Skills Partnership, GMCA, DCMS, DfE, providers, employers	Lancashire residents completing bootcamp provision Lancashire residents moving into digital vacancies Evidence of sustainable models and plans for future provision in place
<b>Priority 3: Raise digital inclusion</b>			
Support households without access to digital devices and internet	Work with partners, DCMS and potential funders to provide devices, data and wrap around support for households of vulnerable adults	Lancs Digital Skills Partnership, DCMS, Good Things Foundation, SELNET, Local Authorities, libraries, providers	Number of devices and packages of data distributed
Increase the level of digital inclusion across Lancashire	Support partners to introduce and promote the Essential Digital Skills entitlement for 19+	Lancs Digital Skills Partnership, Adult Skills Forum, providers	Lancashire residents benefiting from the Digital skills entitlement
	Work with corporate partners to develop programmes that complement existing ESF and mainstream funded provision	Lancs Digital Skills Partnership, Adult Skills Forum, corporate partners, providers	Lancashire residents engaged in provision sponsored or provided by corporates
<b>Priority 4: Embed social value in commissioning, procurement and planning processes</b>			
Generate Social Value outcomes and outputs from publically procured capital and revenue projects and activities	Embed Social Value in the commissioning, procurement and planning processes of the LEP, Local Authorities, and other Public Sector organisations, ensuring that robust monitoring and reporting arrangements are in place to manage performance across LEP projects and programmes	LEP, Local Authorities, Anchor Institutions	Social Value is evaluated as part of tender, procurement, commissioning process and a process of performance monitoring in place.
	Support partners to identify opportunities to deliver social value throughout the project lifecycle which are articulated in project specific Employment and Skills Plans	LEP, Local Authorities, developers, end use tenants	No of projects which have a Social Value Charter or Employment & Skills Plan

<b>Theme: Skilled and Productive Workforce</b>			
<b>Rationale:</b>			
<ul style="list-style-type: none"> <li>Lancashire has lower than average productivity. In addition, Lancashire has an ageing workforce and a reducing working age population. Replacement demand in Lancashire's key sectors, for example, manufacturing, energy and health, demonstrates the need to attract and retain skills to enable businesses to function effectively. There is also opportunity to drive up productivity through new talent with a different skills set, for example, people who are digitally confident and enable to work intuitively with new technologies.</li> <li>Lancashire lags the Northwest and national average (England minus London) in terms of attainment levels at Levels 4 and above. This impacts on productivity and the lower than average weekly wage. Skills and employment forecasts indicate that there will be a greater demand for employees with Level 4+ skills, particularly technical and professional skills.</li> <li>The Skills and Employment Hub had developed an Apprenticeship action plan focused on increasing the number of Apprentice opportunities prior to the COVID-19 crisis: however the impact of the COVID-19 crisis has seen a drop in Apprenticeship starts in Lancashire and an impact on existing Apprentices in terms of furlough and redundancies.</li> <li>Mental health issues (typically stress, anxiety and depression), is estimated to cost/loss Lancashire's productivity by £190m per annum. By ensuring a healthy workforce we aim to reduce this cost and improve productivity.</li> </ul>			
<b>Priority 1: Technical Education Vision: Apprenticeships aligned with business needs, alongside growth in higher level and degree Apprenticeships</b>			
<b>Objective</b>	<b>Action</b>	<b>Ownership</b>	<b>Outputs</b>
Technical Education Vision: Development and Implementation of the Lancashire Apprenticeship Action Plan	Refresh the Apprenticeship Action Plan in light of COVID-19, to maximise engagement in government initiatives e.g. Apprenticeship incentives and redundancy support and stimulate re-growth in starts	Skills Hub, Boost, Lancashire WBL Forum, The Lancashire Colleges, Universities, Intermediaries, Employers, NCS, Apprenticeship Ambassadors	Lancashire employers engaged in government initiatives Apprenticeship starts
	Work with partners to deliver a collaborative approach to support the transfer of unused Apprenticeship Levy to other employers, alongside communicating the government's incentives to take on apprentices	Skills Hub, Lancashire WBL Forum, The Lancashire Colleges, Universities, Intermediaries, Employers, NCS, Apprenticeship Ambassadors	Lancashire Employers are transferring their levy to employers that require it
<b>Priority 2: Reskilling &amp; Upskilling the current workforce – with focus on digital skills to support technology adoption and the growth pillars</b>			
Increase the diversity and inclusion practices of the Lancashire digital sector to widen the talent pool	Work with partners to increase the awareness of the benefits of a more diverse workforce to businesses and to support action towards culture change	Lancs Digital Skills Partnership, DCMS, Tech Talent Charter, Digital Lancashire, Boost, employers	Number of Lancashire employers who change their diversity and inclusion practices
Drive up digital skills at every level in the Lancashire Workforce, to support the digital sector and the wider growth pillars, and to drive technology adoption	Work with corporate partners and DCMS to bring digital skills opportunities to Lancashire, embed digital skills within existing programmes, such as those funded through ESIF, and influence future schemes such as the National Skills Fund and UKSPF	Lancs Digital Skills Partnership, DCMS, Digital Lancashire, Boost, employers, providers	Number of employers engaging with digital skills provision
Reskill and upskill the Lancashire workforce to drive productivity, prioritising needs of the growth pillars	Work with providers to ensure that employer facing provision meets the current and future needs of businesses by effectively communicating the needs of the labour market, prioritising those of the growth pillars. This includes utilising the intelligence derived from the Sector Groups to build the workforce of tomorrow. Seek to widen modes of delivery to	Skills Hub, Employer Skills Forum, Boost, providers, employers	Number of employers investing time and resources in the training of employees



	provide flexible provision, building on the learning from creative use of on-line methods during the lockdown and from the Digital Bootcamps		
Enable the development of workplace initiatives that focus on the retention and reskilling of ageing workers	Work with the Fuller Working Lives Unit and other partners to embed and generate activity in Lancashire aimed at reskilling and retaining ageing workers	Skills Hub, Fuller Working Lives Unit, SELNET, NCS, providers	Programmes developed that focus on ageing workforce Lancashire residents engaged on programmes
In response to COVID-19, support employers with redundancy programmes to circulate skills effectively in the local labour market	Build on the establishment of the Redundancy Task Force and coordinated response with partners to support employers and employees, to ensure access to redundancy support and to circulate skills within Lancashire	Skills Hub, DWP, NCS, providers, employers	Numbers of employers engaging in redundancy provision
<b>Priority 3: Leadership &amp; Management capacity in SMEs</b>			
Increase leadership and management and workforce planning capacity in SME's	Successful delivery of Lancashire ESIF commissions that are focused on leadership and management, and continue to build on the strength of university programmes. Influence future schemes such as the National Skills Fund and UKSPF	Skills Hub, Employer Skills Forum, Boost, universities, providers, employers	Supervisors, managers and leaders engaged with leadership programmes
Ensure supervisors and managers have the skills needed to support business recovery relating to COVID-19	Existing programmes to embed impact of COVID-19, including supporting return of furloughed workers and skills needed to support business survival, stabilisation, and recovery	Skills Hub, Employer Skills Forum, Boost, universities, providers, employers	Supervisors, managers and leaders engaged with commissioned programmes
<b>Priority 4: Healthy Workplaces</b>			
Develop workplace initiatives that enable a healthy workforce, in response to concerns, including mental health, pre and post COVID-19	Launch of Lancashire ESIF projects focused on facilitating a healthy workforce Influence shape of future funding schemes, such as UKSPF	Skills Hub, Health Partners, Active Lancashire, providers, employers	Businesses engaged with programmes

<b>Theme: An Informed approach</b>			
<b>Rationale:</b>			
<ul style="list-style-type: none"> <li>Understand Lancashire's current and future skills needs and labour market challenges</li> </ul>			
<b>Priority 1: Ensure decision making on policy and project focus is underpinned by high quality quantitative and qualitative evidence to efficiently allocate resource and focus</b>			
<b>Objective</b>	<b>Action</b>	<b>Ownership</b>	<b>Outputs</b>
<b>Maintain a robust evidence base in the form of an effective and open source suite of relevant data</b>	In consultation with partners/stakeholders improve, maintain and further develop the open source LMI toolkit, to influence stakeholder decision making. Utilise effectively intelligence from the Sector Groups to provide more granular insight into the skills needs of the Growth Pillars	Skills Hub, providers, stakeholders	Feedback from stakeholders that they trust the usefulness and reliability of the evidence base, utilise the LMI toolkit and use it to influence their decision making
	Commission/purchase data to enable an informed approach	Skills Hub, providers, stakeholders	The evidence base meets SAP guidance requirements from DfE
<b>Evidence based approach to prioritising, influencing and directing funds</b>	Provide evidence to justify priorities within specifications for funding from current funding streams such as ESIF, influence future programmes such as UKSPF and mainstream provision, and asks of government relating to LIS development, Comprehensive Spending Review and devolution	Skills Hub	Evidence of up to date data and analysis to support assumptions and priorities
	Provide our partners with robust and regularly updated evidence to enable them to prioritise, influence, and direct funds	Skills Hub, providers, stakeholders	Evidence of influence on partner decision making, for example, curriculum planning
<b>Collaboration with Local Stakeholders, other LEPs and Mayoral Combined Authorities, and sharing of good practice</b>	Further develop a network of contemporaries in Northwest LEPs and Local Authorities, partners in the Northern Powerhouse, and amongst other local stakeholders, to share good practice, and build collaborative approaches when beneficial	Skills Hub, LEPs, Local Authorities, stakeholders	Network of Northwest LEPs and Local Authorities, engagement with the Northern Powerhouse Data is jointly commissioned where appropriate
	Continue to be a proactive member of the national LEP network, and maintain relationship with analytical functions of MCAs and other stakeholders	Skills Hub, LEP Network	Engagement with consultations, network meetings, engagement with pilots, feedback on test data and projects
<b>Work with government to evaluate what works to influence future priorities and programmes</b>	Continue to meet the national SAP requirements, including the publication of the first Local Skills Report	Skills Hub	DfE reviews of Skills and Employment Advisory Panel are deemed compliant and effective
	Work closely with national SAP team proactively offering support and feedback on effectiveness of programme	Skills Hub	Engage with consultations
	Evaluation of local initiatives and feeding back up to government to influence future priorities and programmes	Skills Hub, Adult and Employer Skills Forums, Lancs Digital Skills Partnership, Inspira, providers, stakeholders	Evaluations undertaken and evidence of influence

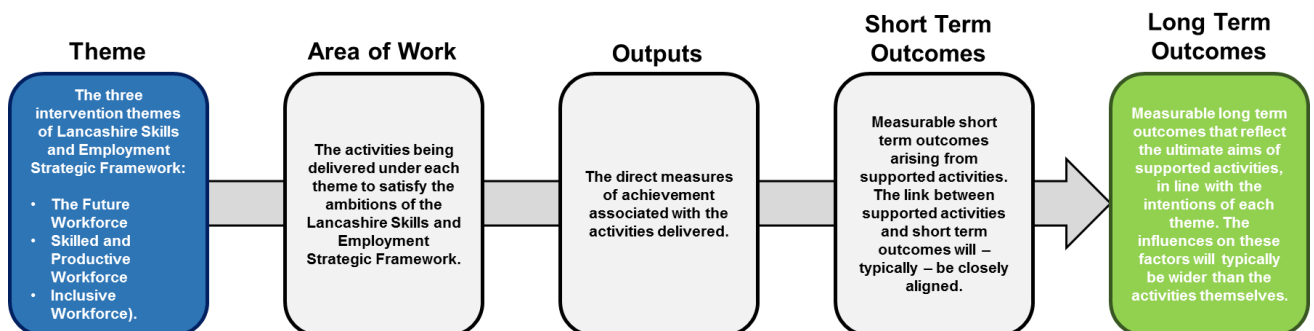
**Monitoring and Evaluation**

The approach to monitoring and evaluation aims to capture the full breadth of activities being delivered collectively by partners that are aligned with the Strategic Framework, and the varied outputs and outcomes that are secured. By taking this approach the full appreciation of achievements will be captured and the Strategic Framework's role in achieving them will be understood.

Primary requirements for the monitoring and evaluation approach are to:

- Clearly track objectives through to activities and then onto outputs and short and long term outcomes, using a logic chain approach to articulate the connections.
- Specify the measures that will allow each element in this logic chain to be tracked over time and for the resulting evidence to inform responses over time (for example, if there are areas that, despite interventions, are continuing to fall behind).
- Recognise emerging priorities, for example those driven by ongoing impact of COVID-19, to ensure that the assessment reflects the latest delivery context.
- Provide a consistent framework that allows for the tracking of achievements (both in terms of activities delivered and impacts secured) over time.

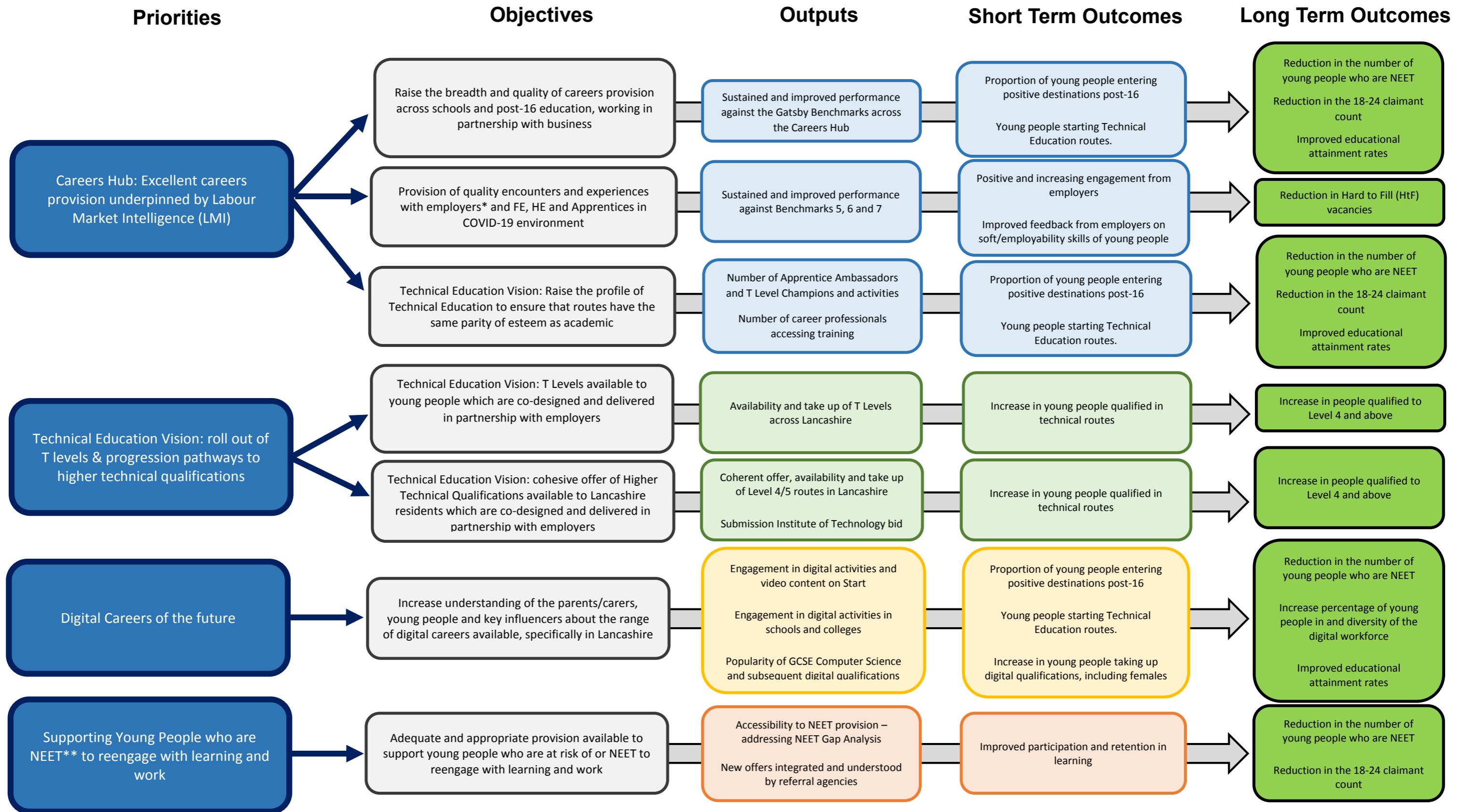
The monitoring and evaluation approach, responds to these points and, importantly, considers the steps that take the Strategic Framework's themes through to its target outcomes, as follows:



Logic chains are provided for the 3 themes Future Workforce, Inclusive Workforce and Skilled and Productive Workforce which lead to longer term outcomes. The Informed Approach theme underpins, enabling an evidence based approach to identifying the skills and employment issues facing Lancashire's businesses and industries.

# Theme: The Future Workforce

Appendix 'A'



\*employers includes public, private and third sector

\*\*NEET – 16 and 17 year olds

# Theme: Inclusive Workforce

## Appendix 'A'

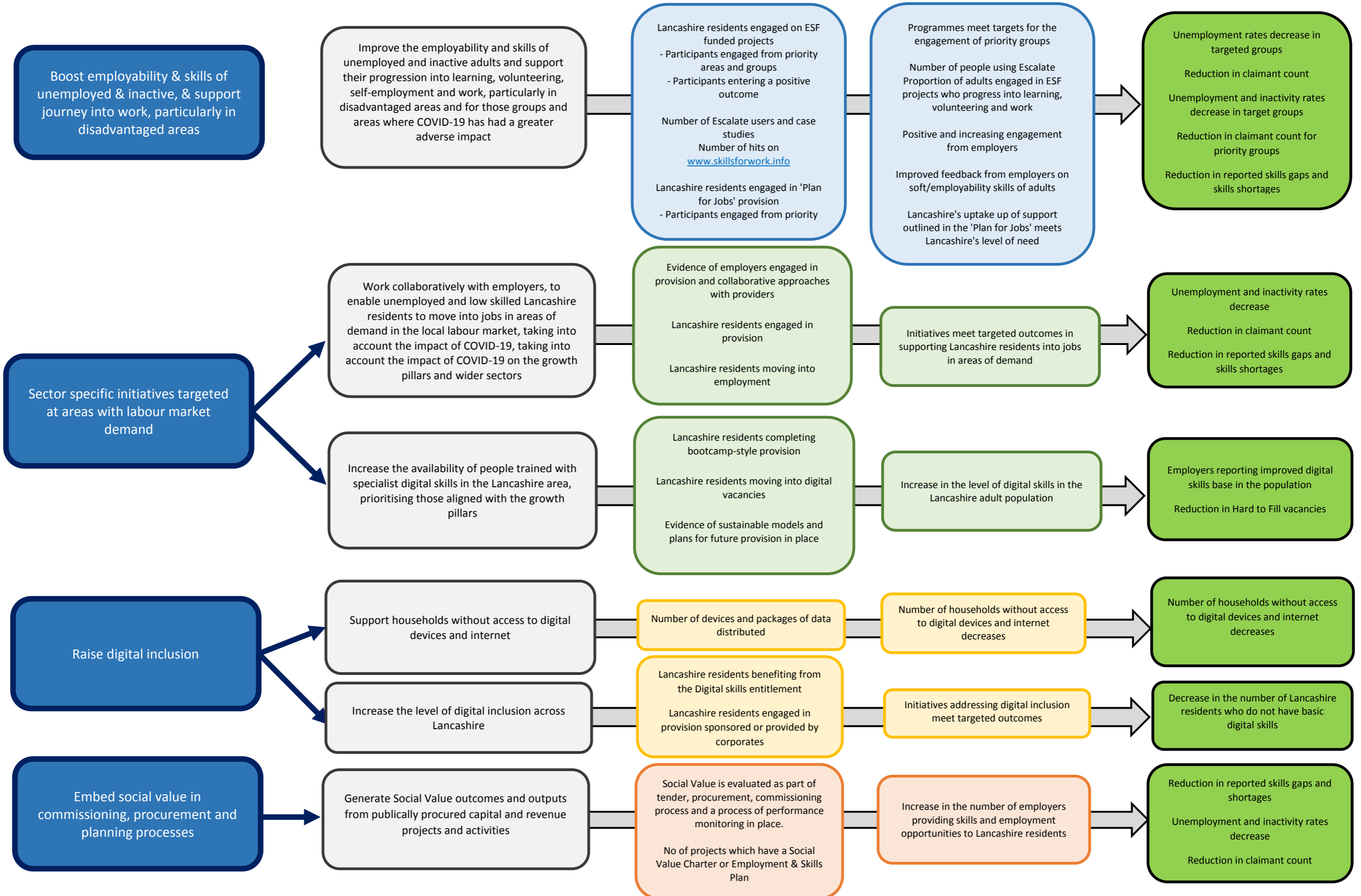
### Priorities

### Objectives

### Outputs

### Short Term Outcomes

### Long Term Outcomes



Theme: Skilled and Productive Workforce

