



LEP - Lancashire Skills and Employment Advisory Panel

Wednesday 12th June 2019 in Committee Room 'B' - The Diamond Jubilee Room, County Hall, Preston, at 8.00am

Agenda

Part I (Items Publicly Available)

- 1. Welcome and Apologies for Absence**
- 2. Declaration of Interests**
- 3. Minutes of the meeting held on 03 April 2019 and Matters Arising** (Pages 1 - 8)
- 4. Up-date from the Lancashire Skills & Employment Hub** (Pages 9 - 38)
- 5. European Social Funds – Education and Skills Funding Agency Opt-in Projects Development Plans** (Pages 39 - 66)
- 6. Lancashire Skills Pledge**
Presentation from Lisa Moizer, Lancashire Skills Hub
- 7. Digital Skills Research**
Presentation from Cassie Holden, Ekosgen
- 8. Reporting to the Lancashire Enterprise Partnership**
 - Identification and agreement of any recommendations for consideration/approval by the LEP Board
 - Identification and agreement of issues for inclusion in the feedback report for the LEP Board
- 9. Any Other Business**
- 10. Date of Next Meeting**
The next meeting is scheduled for 8am on Wednesday 16 October 2019 in Committee Room C, County Hall, Preston

Key Contact: Lisa Moizer, Lancashire Skills Hub, 07825 996 447

Lisa.moizer@lancashire.gov.uk



LEP - Lancashire Skills and Employment Advisory Panel

Minutes of the Meeting held on Wednesday, 3rd April, 2019 at 8.00 am at the Committee Room 'B' - The Diamond Jubilee Room, County Hall, Preston

Present

Amanda Melton

Mark Allanson
Lindsay Campbell
Neil Conlon
Andrew Dewhurst
Dean Langton

Gareth Lindsay
Lynne Livesey
Joanne Pickering
Dr Lis Smith
Councillor Mark Townsend

Observers

Chris Hebblethwaite
Stephen Jones

Katherine O'Connor

In Attendance

Government Advisers

Chris Hebblethwaite, District External Relationship Manager, Department for Work and Pensions

Stephen Jones – Head of FE Territorial Team (Lancashire, Knowsley and St Helens) ESFA.

Katherine O'Connor – Senior Policy Manager – Lancashire/Local Business Support, BEIS

In Attendance

Richard Kenny, Interim Director of Growth, Planning and Environment, Lancashire County Council.

Dr Michele Lawty-Jones, Skill Hub Director, Lancashire County Council

Sara Gaskell, Strategic Partnership Manager (Adults), Lancashire Skills Hub

Kerry Harrison, Digital Skills Coordinator, Lancashire County Council

Lisa Moizer, Coordinator, Lancashire Skills Hub, Lancashire County Council

Mike Neville, Senior Democratic Services Officer, Lancashire County Council

Paul Faulkner, Local Democracy Reporter, Lancashire Post

1. **Welcome and Apologies for Absence**

The Chair welcomed everyone to the meeting. As there were some new members of the Panel the Chair asked all those present to introduce themselves.

Apologies were received from Bev Robinson and Ruth England.

The Chair informed the Board that she would take Item 9 as the next item of business in order that Mr Kenny, the Interim Director of Growth, Planning and Environment could present his update and then leave the meeting due to another commitment.

9. **Update on the Lancashire Enterprise Partnership review**

Mr Kenny, the Interim Director of Growth, Planning and Environment from the County Council updated the Panel on the current position regarding the Lancashire Enterprise Partnership transition process and also with regard to recent discussions at the Lancashire Leaders.

Members of the Panel discussed the good relationship which existed between the Partnership and Lancashire Leaders and noted that the Government focus on Combined Authorities had waned over recent years with greater emphasis being placed on devolution and working collaboratively. It was also recognised that there was a key role for the Panel in assisting the Lancashire Enterprise Partnership and Lancashire Leaders with the formulation of a compelling vision of public/private sector working to deliver improved opportunities within skills and employment in Lancashire to be made to the Government in the future as part of the development of the Local Industrial Strategy.

It was noted that the development of a Local Industrial Strategy would be the subject of an informal session after the Panel.

The Chair thanked Mr Kenny for his update. He then left the meeting.

Resolved: That the Panel work with the Lancashire Enterprise Partnership and Lancashire Leaders to develop a compelling vision of public/private sector partnership working to deliver improved opportunities within skills and employment in Lancashire for submission to the Government in the future as part of the development of the Local Industrial Strategy.

2. **Declaration of Interests**

The Chair, Gareth Lindsay, Lynne Livesey and Dr Lis Smith all declared an interest in relation to item 5 on the agenda as the organisations they represented were involved in the delivery consortiums for the European Social Fund activity referred to in the report. As the report was an update on activity for noting it was not considered necessary for any of the Board members to leave the meeting during consideration of the report.

3. Minutes of the last meeting.

It was noted that following the last meeting the Education Skills Funding Agency had nominated Stephen Jones, the Head of the FE Territorial Team (Lancashire, Knowsley and St Helens) to attend the Panel.

Dr Lawty-Jones confirmed that all actions set out in the Minutes had been completed.

Resolved: That the Minutes of the meeting held on the 21st November 2018 are confirmed as an accurate record and signed by the Chair.

4. Skills and Employment Advisory Panel

It was reported that at the meeting on the 19th March 2019 the Lancashire Enterprise Partnership Board had approved that the Lancashire Skills and Employment Board be renamed as the Lancashire Skills and Employment Advisory Panel with a revised Terms of Reference as set out at Appendix 'A' to the report.

In-line with the new Terms of Reference and Government guidance, it was recommended that a representative of the Voluntary and Community Sector be appointed to the Panel and a proposed recruitment and selection process was presented together with suggested wording for advertising the vacancy.

Resolved:

1. That the decision of the Lancashire Enterprise Partnership Board on the 19th March 2019 to re-name the Lancashire Skills and Employment Board as the Lancashire Skills and Employment Advisory Panel, with the revised Terms of Reference as set out at Appendix 'A' to the report presented, is noted.
2. That the proposed recruitment and selection process and wording for an advert regarding the vacancy on the Panel for a representative from the Voluntary and Community sector, as set out in the report presented, is approved.
3. That Mr A Dewhurst be appointed to the Interview Panel (alongside the Chair and Dr Lawty-Jones) as part of the recruitment process referred to at 2 above and that the appointment of a representative from the Voluntary and Community sector be recommended to the LEP Board for approval in due course.

5. Lancashire Skills Hub Update

D Lawty-Jones presented a report which gave the Panel an overview of activity by the Skills Hub since the last formal meeting in November 2018.

She reported that the Lancashire Enterprise Adviser Network and Careers Hub Annual Conference would be held on the 20th June 2019 at Park Hall, Charnock Richard with Sir John Holman (creator of the Gatsby Benchmarks) as key note speaker. It was noted that the focus during the academic year had been to support schools to achieve an average of 4 benchmarks though a number of schools/colleges in Lancashire had made greater progress, with some likely to have achieved all 8 this academic year, which would be celebrated at the Conference.

With regard to the European Structural Investment Funds it was reported that the Education Skills Funding Agency opt-in procurement process had been completed and contracts issued to four providers, two of which were new providers. It was reported that there were some changes to Strategic Partnership Manager roles and the Chair suggested that members of the Panel would benefit from having an updated organisation chart for the Skills Hub.

Dr Lawty-Jones also informed the Panel that as a £16m underspend had been identified in the Growth Deal programme and the Lancashire Enterprise Partnership Board had agreed a process for reallocating the funding which was focused on existing projects and projects submitted for the Growth Deal 3 submission that had not been allocated funding due to the level of Government funds awarded at that time. It was noted that providers of a number of potential pipeline skills capital projects had been contacted and given the opportunity to submit a project template for consideration against other projects that were submitted under Growth Deal 3.

Resolved:

1. That the update on activity by the Skills Hub since the last meeting in November 2018 is noted.
2. That all members of the Panel be provided with an updated organisation chart for the Skills Hub.
3. That the Panel be kept informed of developments regarding any potential pipeline skills capital projects which may be brought forward for consideration in relation to the £16m underspend identified in the Growth Deal programme.

6. Lancashire Digital Skills Partnership - Progress Report

Kerry Harrison, Digital Skills Coordinator, presented a report which gave the Panel an overview of the development of the Lancashire Digital Skills Partnership over the last 12 months.

It was reported that a Steering Group for the Partnership had been established, together with Networking Groups on the Future Workforce, Skilled Productive Workforce and Inclusive Workforce. All Network Groups were working well and involved links with employers and Lancashire Adult Learning. It was suggested that the low level of broadband coverage in some parts of the County hindered the work of Lancashire Adult Learning and the County Council was seeking to allocate additional ERDF funding to further expand coverage.

Lancashire had also secured £274,000 of Digital Skills Innovation Funding that would be used to implement Digital Skills projects to support the unemployed into digital roles and support self-employed females and females in the workplace to develop their digital skills.

It was also noted that the DCMS had commissioned work on the development of an evaluation framework for national/local Digital Skills Partnerships which would help better organise activity and provide a strategic overview. The Panel noted that the commissioning of Digital skills research would also help prioritise actions and measure outputs against KPIs.

Resolved:

1. That the update on the development of the Lancashire Digital Skills Partnership over the last 12 months, as set out in the report, is noted.
2. That the initial findings of the Digital skills research are presented to the next meeting of the Panel on the 12th June 2019.

7. Tech Talent Charter

Kerry Harrison, Digital Skills Coordinator, informed the Panel that the Tech Talent Charter was one of a number of measures supported by the Department for Culture, Media and Sport that was aimed at addressing the gender diversity gap.

In considering the report the Panel acknowledged the need to encourage more women into digital, discussed the potential negative connotations of positive discrimination and recognised the fact that diversity related to more than just gender. It was agreed that the proposed Tech Talent Charter was a positive step forward in addressing gender diversity in the Tech Sector which would hopefully be expanded to include other minorities in the future.

Resolved: That the Lancashire Enterprise Partnership Board be recommended to sign the Tech Talent Charter, to show the commitment of both the Partnership and Lancashire's Digital Skills Partnership to increasing diversity in the Tech Sector workforce and to encourage engagement of local businesses.

8. Apprenticeship Action Group

Lisa Moizer, Coordinator from the Lancashire Skills Hub presented a report on

the work of the Apprenticeship Action Group which had worked with Lancashire Leaders to review the reduction in Apprenticeship starts in Lancashire, the impact of the reforms and identify best practice with regard to use of the Apprenticeship Levy. It was noted that the Lancashire Leaders would also be consulted on the report and asked for feedback.

When considering the proposed Action Plan set out at Appendix 'B' to the report the Panel noted that there was an identified Lead who would be responsible for taking individual recommendations forward. It was suggested that at this stage the Plan was predominantly public sector focussed and there was a need to engage more with employers in the future. It was also proposed that a separate column be added to the Action Plan so that updates on progress against each recommendation could be included in the future.

Use of the Apprenticeship Levy was discussed and it was suggested that Lancashire should adopt a similar approach to a scheme in Manchester where major Levy payers meet to discuss how best to use funds, such as transfers from the NHS to local charities.

With regard to the reduction in Apprenticeship starts it was recognised that Officers now had access to more detailed information than before and it was suggested that a number of metrics be agreed which could be tracked to assess the effectiveness of the plan.

Resolved:

1. That the work of the Apprenticeship Action Group in developing the Action Plan set out at Appendix 'B' to the report presented is noted.
2. That the comments of the Panel as set out above are taken into account when finalising the Action Plan before it is presented to the next meeting for approval.
3. That the final draft of the Apprenticeship Action Plan be presented to the next meeting, taking into account the feedback from the Panel and the Lancashire Leaders, and that the Plan include a set of metrics for tracking purposes

10. Reporting to the Lancashire Enterprise Partnership

Resolved:

1. That the Lancashire Enterprise Partnership Board be recommended to sign the Tech Talent Charter, to show the commitment of both the LEP and Lancashire's Digital Skills Partnership to increasing diversity in the Tech Sector workforce and to encourage engagement of local businesses.

2. That the following items be included in the feedback report to the Lancashire Enterprise Partnership Board.
 - a) The proposed recruitment and selection process and wording for an advert regarding the vacancy on the Panel for a representative from the Voluntary and Community sector, the appointment of Mr A Dewhurst to the Interview Panel and that a recommended appointment will be reported to the LEP Board for approval in due course.
 - b) An overview of the development of the Lancashire Digital Skills Partnership over the last 12 months.
 - c) The outcome of the Apprenticeship Action Group and evolving Action Plan.

11. Any Other Business

No items of business were raised under this heading.

12. Date of Next Meeting

The Chair reported that the next scheduled meeting of the Panel would be held at 8.00am on the 12th June 2019 and suggested that consideration be given to an alternative venue so that members of the Panel could visit different establishments across Lancashire.

Resolved: That the Skills Hub Director identify an alternative venue for the meeting to be held at 8.00am on the 12th June 2019 and inform members of the Panel in due course.



LEP – Sub Committee

LEP - Lancashire Skills and Employment Advisory Panel

Private and Confidential: NO

Date: Wednesday, 12 June 2019

Up-date from the Lancashire Skills & Employment Hub

Appendices A, B & C refer

Report Author: Dr M Lawty-Jones, Michele.Lawty-Jones@lancashirelep.co.uk

Executive Summary

This paper provides an overview of activity since the last formal committee meeting in April 2018. The paper also provides details of the development of the Apprenticeship Action Plan, which is a joint plan with the Lancashire Leaders and the Lancashire Work Based Learning Forum, and was presented in draft to the last committee meeting.

Recommendation

The Skills and Employment Advisory Panel is asked to:

1. Note the update
2. Approve the Apprenticeship Action Plan

1. Careers Education, Information, Advice and Guidance

- 1.1 The Lancashire Enterprise Adviser Network has grown from 121 schools and colleges in April 2018, to 130. Of the 130, 119 have been matched with at least one volunteer business leader (Enterprise Adviser). Since the start of the 2018/19 academic year (Sept 2018 – March 2019), there have been approximately 100,000 employer encounters involving young people from across the County. Typical encounters range from traditional careers fairs, interview days, speed networking, enterprise weeks, dragons' den, apprenticeship assemblies and guest speakers.
- 1.2 The focus of the Enterprise Adviser Network is supporting schools to achieve Benchmarks 5 and 6. Benchmarks 5 and 6 are ensuring that young people have a minimum of one employer encounter from Year 7 to Year 13, and that one of those encounters is in the workplace. The Grant Offer from the Careers



and Enterprise Company (CEC) has targets for achievement of these Benchmarks, with 50% of schools and colleges within the network to achieve the Benchmarks by August 2019 and 75% by August 2020. The current achievement level is 54% (52 %¹) against Benchmark 5 and 47% (49%) against Benchmark 6; the reduction is due to a recent loss of 2 Enterprise Advisers from schools that currently meet Benchmark 6, as reporting does not include schools without a matched Enterprise Adviser.

- 1.3 It has been identified nationally by the CEC that for the schools and colleges to achieve Benchmarks 5 & 6, there needs to be approximately 5 million employer encounters per year across England. At the moment, it is estimated to be 1.7m short. Therefore, the CEC has launched the 'Give an Hour' campaign which is a drive to increase the number of employers willing to support their local schools and colleges. The campaign is being run in collaboration with willing LEPs across the Country and is targeted at Small to Medium Enterprises (SMEs).
- 1.4 The 'Give an Hour' campaign for Lancashire was launched in May and is being led by Inspira in partnership with Lancashire Skills Hub. It will be integrated into the wider re-branding and launch of the Lancashire Skills Pledge. The 'Give an Hour' campaign will be run over a 2-month period and a report on its activity and outcomes will be presented in the next update.
- 1.5 A press release has been issued by the LEP, in partnership with Inspira and has featured in a number of local newspapers and publications, for example: <https://www.lancashirebusinessview.co.uk/latest-news-and-features/small-businesses-urged-to-give-an-hour> and there is significant twitter activity @LancsSkillsHub. Members of the panel are asked to share the press release with groups and forums and on their social media platforms to help spread the word to SMEs across Lancashire. Pupils at St Christopher's featured in the Press Release, reaching out to Lancashire employers:

¹ Previous reporting figure



- 1.6 Preparation is underway for the Annual Lancashire Enterprise Adviser Network and Careers Hub conference, which will take place on the 20th June 2019 at Park Hall Hotel. Speakers confirmed include Professor Sir John Holman (Senior Education Adviser, Gatsby Charitable Foundation) and John Yarham (Deputy Chief Executive, Careers and Enterprise Company).
 - 1.7 All schools/colleges have continued to engage with the Careers Hub during the spring term. All schools/colleges have attended area Hub meetings, completed Compass and Tracker and developed plans alongside their Enterprise Advisers and Enterprise Coordinators to ensure continuous progression against the 8 Benchmarks. An average of 4 Gatsby Benchmarks have been achieved across the Schools and Colleges within the Careers Hub, which is the target for this academic year. Current performance puts Lancashire joint second against the CEC data for the 20 pilot Careers Hubs across the Country.
 - 1.8 The Lead School is providing significant support to schools across the Careers Hub, including hosting Hub meetings, communicating with fellow Head Teachers, supporting other schools on a one to one basis based on need and piloting innovative practice against Gatsby Benchmark 4.
 - 1.9 Five new Cornerstone employers have been recruited across Blackpool, Burnley and Pendle. The employers are BAE Systems, Sandcastle Waterpark, Silentnight, Burnley Council and Pendle Council. The role of a Cornerstone employer is to advocate to fellow businesses to engage with schools and colleges in their local area.
- 2. European Structural Investment Funds (ESIF)**
- 2.1 Work has continued with the DWP Managing Authority to plan direct calls to enable the allocation of remaining funds in the European Social Fund (ESF)



programme. It was agreed at the ESIF Committee in May that calls for 1.4, 2.2 and 2.1 would be scheduled throughout the year, in May, August and December respectively. The 1.4 call was launched in the last week of May. A workshop is being planned with partners to illicit discussion in relation to 2.2 and 2.1. There is on-going discussion regarding allocations to opt-ins and the desire to extend delivery against the Education and Skills Funding Agency (ESFA) opt-in beyond July 2021. Negotiations are underway with the ESFA and the DWP in regard to varying the current Memorandum of Understanding.

- 2.2 The ESFA opt-in projects, as detailed in the last update, commenced on the 1st April. Steering Groups are continuing to provide oversight, and are providing support to the projects in the first phase of delivery. Development Plans have also been drafted and are included for sign off under a separate agenda item. There are on-going negotiations in regard to the extension of the Big Lottery op-in, Building Better Opportunities, and the extension of projects.
- 2.3 The Escalate on-line referral tool to support people on their journey into work was launched in April 2018. Phase two of the system is in the final stages of development and will also include the new ESFA Opt-In projects including Skills Support for Redundancy.
- 2.4 From April 2018 until 14th March 2019, 2387 searches were made on the Escalate system. Since March 14th until 21st May a further 133 searches were made. The support requests which are the most requested remain, confidence, mental health support, support with IT and the use of IT, and support with CVs and interviews. A gap analysis report is being produced to support activity within the Lancashire Adult Skills Forum.
- 2.5 The Employer Skills Forum brings together partners to ensure that ESF provision for employers across Lancashire supports the strategic outcomes defined within the Lancashire LEP Skills and Employment Strategic Framework and adds value. The forum held a joint event with BOOST on 13th May which brought together representatives from ESF funded skills projects that are employer facing and the BOOST business support projects. The focus of the event was to ensure the attendees gained a full understanding of the skills support offer for businesses and the business support offer by BOOST and to build on the work already undertaken in facilitating referrals. Over 60 people attended the event including representatives from the skills projects, BOOST Business Relationship Managers, and Economic Development representatives from the districts, as well as other intermediary organisations. Attached at Appendix A is a diagram that was presented at the event which provides an overview of the ESF project skills offer for employers to support effective referrals and effective employer engagement.

3. City Deal

- 3.1 A City Deal review is currently underway and a new Heads of Terms is being progressed under the guidance of consultants, Steer Economic with the aim of



bringing forward a package of improvement proposals to the City Deal Executive and Stewardship Board in July. The outcome of the review will be fed into the City Deal Skills and Employment Steering Group to help shape future activity.

- 3.2 Following the announcement of the revised proposals at the Lancashire Central strategic site at Cuerden, the Skills and Employment Hub will be working closely with the City Deal Project Team to ensure that the site wide Employment and Skills plan is revised to reflect the new proposals.
- 3.3 On the 3rd May Seddon held a 'Meet the Buyer' event hosted by Preston's College to highlight some of the supply chain opportunities that will be available through the development of the Goosnargh City Deal residential site. The project will deliver a wide range of employment and skills outputs which have been set out in the projects Community Commitment Charter.
- 3.4 As highlighted in the Skills and Employment Board papers for 21st November 2018, the City Deal 'Bridge the Gap' programme continues to go from strength to strength. Over the 2018/19 academic year the programme has been delivered to Year 9 and 10 pupils at a total of 17 schools across the City Deal area of Central Lancashire. One of the schools that participated in this year's programme was Longridge High School (see Appendix B).
- 3.5 A full evaluation report will be prepared at the end of the current academic year to highlight the numbers of schools and pupils engaged during the 2018/19 academic year.

4. Growth Deal

- 4.1 As outlined in the Skills and Employment Board papers in November 2018, the Growth Deal programme has continued to deliver positive employment and skills outputs across the project portfolio which are now being monitored using the National TOM's Framework.
- 4.2 As requested at the Growth Management Board in December 2018, the Skills and Employment Hub have carried out detailed Social Value assessments of two projects within the project portfolio, Blackpool Tramway Extension and UCLan's Engineering Innovation Centre.
- 4.3 These case studies have been developed using the National TOM's methodology outlined in the November Skills and Employment Board papers to measure the outcomes delivered across a range of metrics including workforce development, apprenticeship provision, providing employment opportunities for priority groups (unemployed residents, NEET's etc.) and school engagement.
- 4.4 Further social value case studies have been requested to highlight the social value delivered through five 'exemplar' projects within the Growth Deal portfolio:
 1. Food, Farm, Innovation Technology Centre
 2. Hyndburn, Burnley, Pendle Growth Corridor
 3. 21st Blackpool Conference Centre



4. Advanced Manufacturing Research Centre North West
5. Lancaster Health Innovation Campus

- 4.5 As per the last committee meeting, an amount of underspend (c£16m) has been identified in the Growth Deal programme. The LEP Board has agreed a process for reallocating the funding, which is focused on existing projects and projects submitted for the Growth Deal 3 submission which were not allocated funding due to the level of Government funding awarded. The latter included a number of pipeline skills capital projects which were compiled to justify a pot of Growth Deal skills capital.
- 4.6 As per email communication between meetings, the deadline has now passed and 37 expressions of interest were submitted including local growth and skills capital projects. Independent appraisal is underway and the ranking of projects to identify those projects that will be invited to proceed to the next stage and submit full business cases. In-line with the LEP Assurance Framework non-conflicted committee members have been asked to comment on the scoring and prioritisation of the skills capital submissions only, and this is being fed into the wider process of prioritisation being undertaken by the consultants, the Growth Deal Management Board and the LEP Board.

5. Apprenticeship Update

- 5.1 An Apprenticeship Action Group has been established, in-line with the recommendation from the November committee, to review the drop in Apprenticeship starts in Lancashire in academic year 2017/18.
- 5.2 The Apprenticeship Action Group has met five times, and has developed an Apprenticeship Action Plan. The draft action plan was presented to the Skills and Employment Advisory Panel members at the board meeting in April 2019. Amendments suggested by committee members, both at the meeting and subsequently, have been included in the final version of the plan which is in Appendix C. The committee are requested to endorse the Action Plan.
- 5.3 At the Lancashire Leaders meeting, at which the draft Apprenticeship Action Plan was reviewed, all 15 local authorities signed up to a Lancashire wide commitment to work towards the public sector 2.3% Apprenticeship target, which is a significant commitment. The final version of the Action Plan is being presented to the Lancashire Leaders Group in July for their approval.
- 5.4 The Apprenticeship Action Plan sets the scene regarding the background to, and the current landscape regarding, Apprenticeship reforms. It articulates the strategy to increase the number of quality Apprenticeships which meet the needs of Lancashire's businesses, while concurrently increasing the demand for Apprenticeships. In the plan eleven key issues outside of local control have been identified. They have been agreed by the members of the action group and the wider organisations groups they represent. The intention going forward is that the members will lobby on these agreed issues through appropriate channels.



- 5.5 In the plan there is also an agreed set of key performance indicators and an allied action matrix, which details what partners will do to against each identified issue.
- 5.6 The Hub has been working with the Learning and Work Institute to develop a Lancashire Employer Apprenticeship Toolkit utilising funding from the Education and Skills Funding Agency (ESFA). The Toolkit gives employers advice and guidance throughout their apprenticeship journey.
- 5.7 The Lancashire Work Based Learning Executive Forum continues to run the Apprenticeship Ambassador network. The forum has recently completed a review of the activity of the Ambassadors and the network currently has 44 active Apprentice Ambassadors and 39 active Employer Ambassadors.

6. Technical Education

- 6.1 Attendees at the first Technical Education Conference in November 2018 requested continued action through regular conferences. The second conference took place on 24th May 2019. This included a panel of Apprentice Employer Ambassadors who discussed how the apprenticeship reforms had worked for them and also a panel of employers and young people involved in extended Industry Placements, talking about their experiences. Updates on national and local developments were also given to attendees. The conference also gave an opportunity to launch the new Lancashire Skills Pledge, with a marketplace offer for employers to learn more about elements of the pledge. Lancashire's Technical Education Vision can be viewed at: <https://www.lancshireskillshub.co.uk/uncategorised/lancashire-sets-2030-vision-technical-education-drive-countys-economic-growth/> .
- 6.2 The Lancashire Technical Education Steering Group, chaired by Bev Robinson, with attendance from the Gatsby Foundation, the Lancashire Skills and Employment Hub and The Lancashire Colleges has now met three times. The group advises the activity of the Gatsby Project and wider Technical Education Developments in Lancashire.
- 6.3 Following on the success of the local Teach Too project, The Lancashire Colleges (TLC) has secured project funding for a further digital project. The Lancashire Skills and Employment Hub has worked with The Lancashire Colleges to support a range of providers to bid for the latest funding available through the Association of Colleges. The deadline for applications was 24th May, and 5 local project bids were submitted.
- 6.4 Work in the Routeway Networks continues, with the Routeway Networks for Digital, Construction, Engineering and Manufacturing established and the Health and Science and Education and Childcare being established by the end of the summer term.
- 6.5 Awareness is continuing to be raised regarding Technical Education pathways (Apprenticeships and T Levels), with presentations to groups of FE staff,

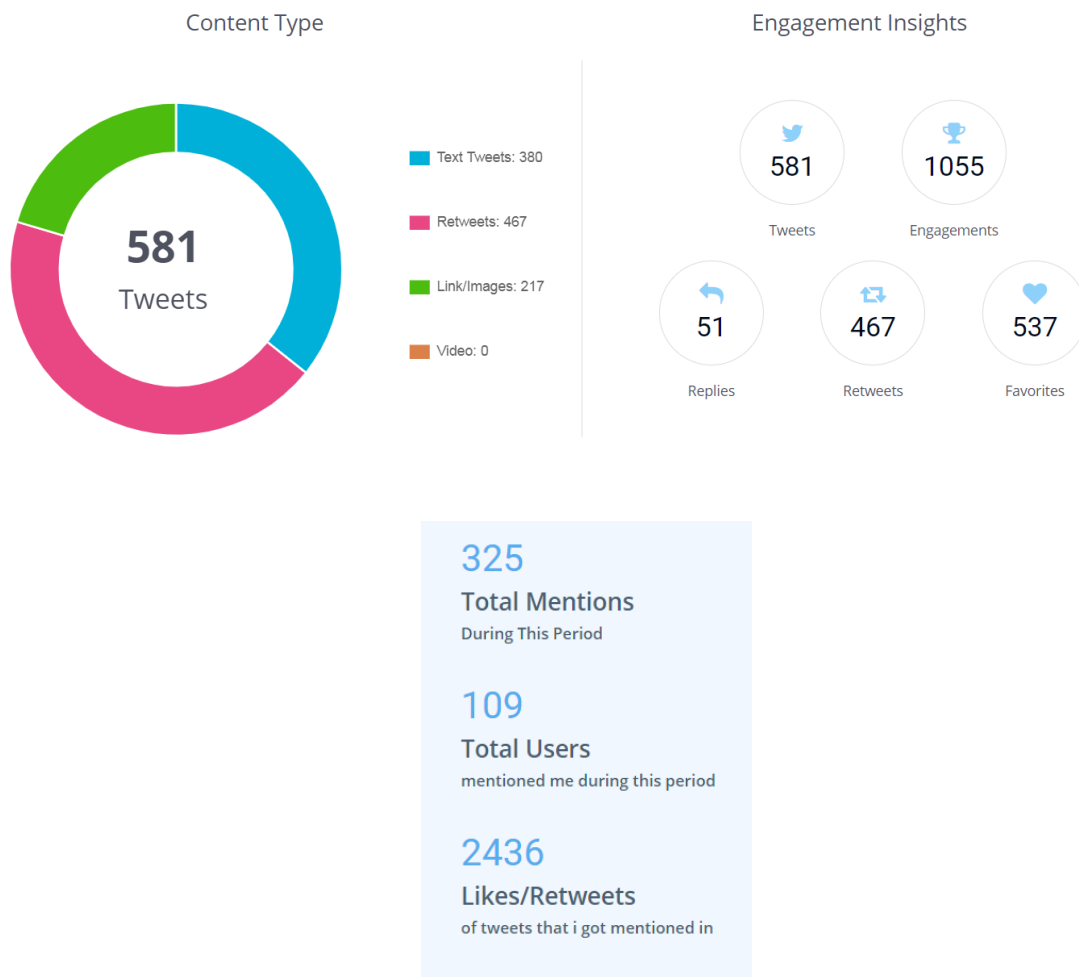


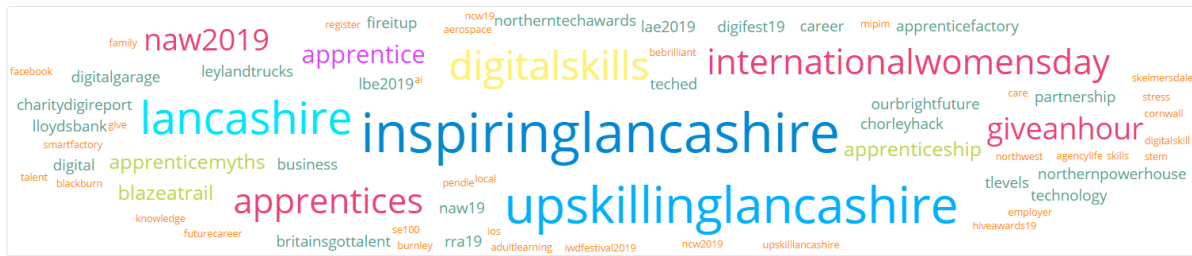
Information, Advice and Guidance groups, and Work Based Learning Providers having taken place. A meeting between HE, FE and WBL providers is planned to discuss progression routes to higher education, including technical and academic routes.

7. Marketing and Communications

7.1 Twitter followers have increased from 1,707 on 20/03/2019 to 1785 on the 21st May 2019. The Hub averages 3 retweets a day, 6 likes a day and currently the tweets on "Give an hour" are the most popular. With two recent tweets gaining 1780 and 1685 impressions (the number of times a user saw the tweet on Twitter). Over the last 28 days we averaged 966 impressions.

The information below covers the last 28 days.





7.2 Press releases were issued for the Give an Hour campaign, as reported under section 1.5.

7.3 Press releases have also been issued for the ESFA opt-in Projects.

8. Digital Skills Partnership

8.1 The proposal to sign the Tech Talent Charter (TTC) was presented to the LEP Board along with an update on the Lancashire Digital Skills Partnership in early May. The board agreed to sign the Tech Talent Charter and that has now been actioned. The LDSP and Lancashire LEP are the first digital skills partnership and LEP to sign the charter and are leading the way. Appropriate media coverage is being planned with TTC. The LEP were very positive about the work of the LDSP and reported that the LDSP had received positive feedback at the LEP Network Chairs and CEOs Meeting from the Department for Digital, Media, Culture and Sport (DCMS).

8.2 The LEP Board also granted delegate authority to the interim Chief Executive, Andrew Pettinger, in consultation with the Section 151 Officer to review and sign off the business cases for the Digital Skills Innovation Fund projects as appropriate and agree and approve the entering into of grant funding agreements. We hope to complete this work by the end of the month and commence delivery shortly after. As reported at the last committee meeting, the projects aim to support unemployed into digital roles and support self-employed females and females in the workplace to develop their digital skills.

8.3 It has been agreed that the £3m fund announced by Government for the Greater Manchester Combined Authority (GMCA) for digital Bootcamps, which is a 'test and learn' programme for the National Retraining Scheme, will be expanded to cover Lancashire and the Digital Skills Partnership. Work is underway with DCMS and GMCA on the development of the prospectus and application process. Timescales are quite challenging, with the launch for the first call for funding requests set for Tuesday 25th June. It is likely that there will be 2 or 3 calls, depending on demand. Work is currently underway to socialise the programme with employers and providers, as it is anticipated that collaborative projects will be put forward for grant funding.

8.4 The Community of Practice event, 2nd July at County Hall, planned with charity One Digital is now open for bookings on Eventbrite <https://www.eventbrite.co.uk/e/developing-digital-skills-in-rural-communities->



[registration-61418447229?utm-medium=discovery&utm-campaign=social&utm-content=attendeeshare&utm-source=strongmail&utm-term=listing](https://www.lancashire.gov.uk/registration-61418447229?utm-medium=discovery&utm-campaign=social&utm-content=attendeeshare&utm-source=strongmail&utm-term=listing). The focus of the event is developing digital skills in rural communities and will feature a variety of contributors including: Lancashire Adult Learning, Superfast Lancashire, Citizens Online (Gwynedd and Highlands projects), Age UK, Clackmannanshire Third Sector Interface, Sharon Wagg - Loughborough University, Lincoln University, Lancaster University, Community Futures and Lancashire Library Services.

List of Background Papers

Paper	Date	Contact/Tel
N/A		
Reason for inclusion in Part II, if appropriate		

Business Support

5. REDUNDANCY

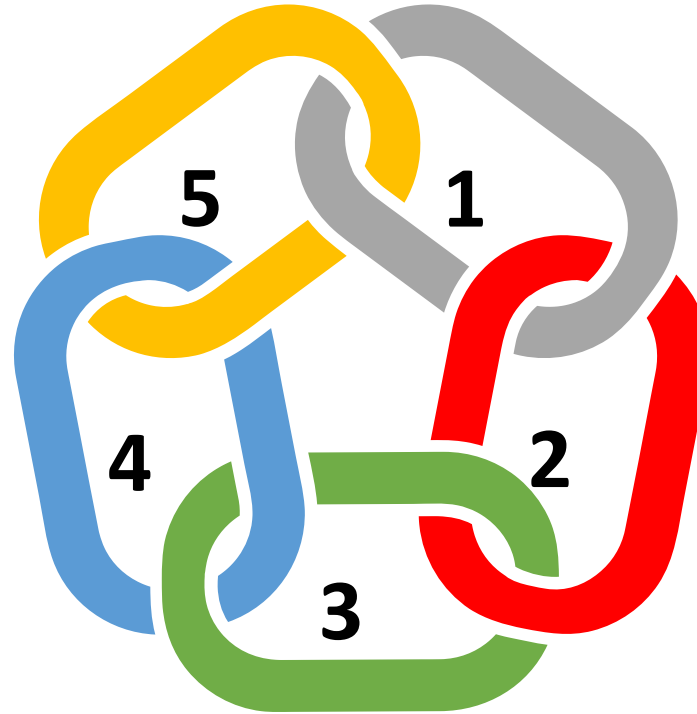
Specialist support for businesses going through restructures and where staff are at risk of redundancy

- Skills Support for Redundancy

4. LEADERSHIP DEVELOPMENT

Supporting the development of leadership and development capacity in Lancashire SMEs.

- Leading Lancashire



1. RECRUITMENT

Funded recruitment and

pre-employment training linked to business needs

- Access to Employment

2. STRATEGIC WORKFORCE PLANNING

Support businesses to increase the skills and capabilities of their employees

- EnginE - Advanced Engineering and Manufacturing
- Upskilling Lancashire – All Sectors

3. RESKILLING & UPSKILLING

Accredited and Non Accredited Training

- Skills Support for the Workforce





CITY DEAL

Preston, South Ribble & Lancashire



LHS pupils took part in a one-hour challenge before Easter - 'Bridge the Gap'. The box of resources which was presented by Phil Parle & Zac Wilkinson from Preston's College and Martin Hill from the Lancashire Skills and Employment Hub, is aimed at students in Years 9, to be delivered as a classroom activity to encourage them to find out more about STEM Skills, undertake hands on challenges and explore local opportunities for future careers. The sessions were based on the City Deal, a once-in-a-lifetime funding programme to transform Central Lancashire. Pupils considered the range and opportunities a career in the construction sector provides by putting them in the role of engineers building a bridge; pupils used Lego to design, build and evaluate their constructions.

The game was commissioned by the Lancashire Enterprise Partnership - City Deal group and designed by StemFirst to highlight the local opportunities in South Ribble for Science, Technology, Engineering and Maths jobs in the area of construction / civil engineering / structural design and building services and to raise awareness of City Deal.

Our pupils had a great time! This is what the pupils said.



Abigail Dymond said, "The activity was 1 hour long and suitable for groups of 20/30 students at a time. I built a bridge out of Lego. My favourite part was when we did a competition and it was all about team work."

Millie Forshaw continued, "When the bridge Lego construction people came in we talked about stereotypes and then had to build a bridge with Lego and it was fun. We built the bridge because we were trying to make it cheaper by using different materials."

bridge the gap

"When the bridge the gap Lego construction builders came we had to build a bridge that had to go from one table to another. It had to be 48cm long. We did true & false questions and got little medals and trophies if we did something right." said Alessandro Villa Massaro.

"I learnt how much people in construction earn in the industry. Building the bridge was the best and we had to work out how to build the bridge as cheaply as possible." said Tayah

Well done everyone the constructions looked great!



LANCASHIRE SKILLS & EMPLOYMENT HUB

PRESTON'S COLLEGE

Lancashire Apprenticeship Action Plan

23 May 2019

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1. Introduction

Over the last few years there have been unprecedented and systematic changes to Apprenticeships. These changes have fundamentally changed which business are using Apprenticeship training to upskill their staff and what types of Apprenticeships they are using to do it.

The Government's reasons for changing the system are to improve the quality of Apprenticeships and to make Apprenticeship training more relevant, to meet the skills needs of employers. They also want to secure employer investment and sustainable funding for Apprenticeships to enable them to fund more Apprenticeships of a higher quality, to meet skills gaps and compete internationally.

The Reform Programme's overall vision is to create a world-class, sustainable Apprenticeship system offering large volumes of high quality employer-led Apprenticeship opportunities to a diverse range of individuals and to meet the skills needs of employers.

The immediate impact of the changes, that took effect from Spring 2017, resulted in a dip in Apprenticeship numbers across the country, and from 2016/17 to 2017/18 Lancashire has experienced a percentage decline in Apprenticeships number of 32.5% compared to 24% nationally. While systematic changes can settle in time it is certain that the Apprenticeship system has changed forever.

The Apprenticeship Action Plan is Lancashire's collective response to the impact of the reforms and aims to take action where we have local influence, to facilitate our way out of the dip, taking an approach that maximises the benefits of Apprenticeship training. This in turn will mean that Apprenticeship training contributes to businesses having the skilled and productive workforce they require to thrive.

This plan is therefore focussed on actions to grow a supply of high quality Apprenticeships opportunities and simultaneously creating demand for these opportunities. The fundamental aim is to ensure that businesses understand, value Apprenticeships and choose to offer Apprenticeship opportunities to their staff to give them the skilled workforce their business requires. If a business values the apprentice training route to develop their employee skills then it follows that an employee will value that route and choose it to gain the skills needed for their current role or a future role.

2. What is an Apprenticeship?

The first national Apprenticeship system of training was introduced in 1563! So it's unsurprising that, depending on someone's association with Apprenticeships, there is a varied understanding across the population of what an Apprenticeship is now.

- An Apprenticeship is a job that combines work with training.
- Apprentices can be new or existing employees.
- Apprenticeships are open to all people age 16 or over.
- They are available at a range of levels, from GCSE-equivalent (level 2) to degree-equivalent (levels 6 and 7).
- An Apprenticeship must last for at least 12 months.
- The apprentice must spend at least 20% of their paid hours doing off-the-job training.

3. Breadth of Apprenticeship Reforms

From spring 2017, the following significant changes have been made to the delivery of the Apprenticeship programme:

- Introduction of a 0.5% Apprenticeship levy for businesses with a pay bill of more than £3 million. Levy-paying businesses can use this money, plus a 10% government top-up, to pay for Apprenticeship training and assessment.
- Introduction of a 'co-investment' arrangement for businesses who do not pay the levy. As of April 2019 this has been reduced from 10% to 5% which they are required to pay towards the cost of training and assessing apprentices, with the government providing the other 95%.
- The ability for Levy payers to support Apprenticeships in other organisations for example, SME's in their supply chain, by transferring a percentage of their Apprenticeship funds to other employers. From April 2019 the rate available to transfer increased from 10% to 25% of the annual value of funds entering the Apprenticeship service account.
- The Education and Skills Funding Agency added to the funding rules the requirement for apprentices to spend at least 20% of their paid hours doing off-the-job training.
- The Institute for Apprenticeships (now the Institute for Apprenticeships & Technical Education) was established to ensure the quality, consistency and credibility of Apprenticeships, including helping employers to develop new Apprenticeship standards and approving the standards. The new Apprenticeship standards put employers in the driving seat as they are developed by groups of employers, making the Apprenticeships more relevant and therefore more attractive to employers.
- The launch of an online service which allows levy-paying businesses to access their funds, manage their Apprenticeships and pay their training providers. By November 2018, businesses had registered around 16,000 online accounts.

4. Apprenticeships are an opportunity

The opportunity for all businesses to use Apprenticeship training to meet their businesses skills needs is fantastic. The apprentice levy underspend is stark and since April 2019 businesses paying the levy have started to lose any unspent levy over two years old forever. We need to support these businesses so that they take an informed approach to maximising their levy including transferring it to other businesses. We also need to support businesses who do not pay the levy as there are many who once did take on apprentices who since the April 2017 reforms do not.

There is a vast amount of support available for businesses regarding Apprenticeships, the main two aims are to support businesses to be fully informed to make the decision that using Apprenticeship training is right for their skills needs, and then to support businesses through the process to take on an apprentice. We want to ensure that awareness of this support is far reaching and that as many organisations as possible who work with businesses know of the raft of support and can easily direct or refer a business to it.

Since the introduction of the reforms there are many businesses in Lancashire using Apprenticeship training to great effect and some of the people in those businesses have become Lancashire Apprenticeship Ambassadors. In Lancashire we want to increase the number of people in businesses who are willing to be Ambassadors so that they can share their practises and the positive impact apprentices have had on business, in terms of the bottom line, productivity and innovation.

Likewise there is an imperative to give young people and adult's accurate information about being an apprentice so that they can make informed choices about whether an Apprenticeship is the right choice for them to gain skills or the right choice for members of their families. But beyond giving facts we need to utilise our businesses and Apprenticeship Ambassadors to inspire people with their Apprenticeship opportunities, Apprenticeship stories and what being an apprentices has meant to their life and career.

5. Positive impact of Apprenticeships

Apprenticeships are a great investment. They provide staff with an opportunity to learn a whole role, on-the-job, supported by businesses and by a training partner. They can bring the newest ideas and innovations into the working of a company and can help generate an extremely loyal workforce.

Business impact¹

96% of employers using apprenticeships say their business has benefited

86% of employers using apprenticeships helped develop relevant skills for the organisation and to fill skills gaps

78% of employers using apprenticeships say they increase overall productivity

74% of employers say that apprentices improved products or service quality

69% of employers using apprenticeships say they improve staff retention

25% of consumers are willing to pay more for products from a business that employs apprentices



In spring 2019 the Learning and Work Institute, undertook a wide ranging desk based research exercise into the Economic Returns to Apprenticeships, and it found that:

- Businesses gain from having invested in Apprenticeships. The types of benefits suggested by the studies reviewed included: increased profitability, higher levels of skills within firms allowing greater capacity for innovation and knowledge transfer, and savings in recruitment costs.
- Businesses experience increased retention rates (above 85%).
- Estimate of the wage return for a Level 2 apprentice is estimated at 12% and for Level 3 apprentice is estimated at 16%.
- Apprenticeships appear to provide a double bonus to individuals by increasing both their wages and their chances of being in employment.

¹ Taken from: [Achieving the benefits of Apprenticeships, A guide for employers](#), published by the National Apprenticeship Service, 2018

- Having an educated and literate population increases participation in democratic institutions and social cohesion, as well as encourages investment in capital equipment and R&D.
- Increased GVA.

6. Key Issues

Key issues listed below which have arisen from the introduction of the Apprenticeship reforms have had, and are continuing to have, a substantial impact on the Apprenticeship programme and cannot be directly influenced at a local level.

- i. Adequate Apprenticeship standards are not in place and the Institute for Apprenticeships and Technical Education (IATE) need to be lobbied to accelerate the approval of new standards required by businesses in Lancashire.
- ii. There is a lack of End Point Assessment provision and organisations able to undertake them. The IATE need to be lobbied to accelerate the introduction of new organisations and provision.
- iii. Businesses have said that they want greater flexibility in how they can use their Apprenticeship levy funding, beyond Apprenticeship training.
- iv. The 5% 'co-investment' arrangement for businesses who do not pay the levy replaced previous payment arrangements where businesses incurred no cost for some Apprenticeship training.
- v. The tightening up and additional audit requirements attached to the funding rules regarding the 20% off-the-job training requirement has impacted certain businesses in certain sectors and they have responded to research stating that these are not suitable for their business model.
- vi. Functional Skills Maths/English is not included within the 20% off the job requirement; the low funding rate of these qualifications in comparison with classroom-based equivalents; the requirement for apprentices studying Level 1 Functional Skills qualifications and to sit Level 2 Functional Skills tests; are all problematic.
- vii. HM Treasury has allocated the Department for Education a fixed annual budget for the programme. The average cost of training an apprentice under the new standards is around £9,000 approximately double what was originally expected, making more likely that the programme will overspend in the future.
- viii. Review the requirement for the public sector to have 2.3 % of their headcount as apprentices, the target needs to be based on FTE not headcount.
- ix. Lack of robustness, consistency and regularity of Apprenticeship data to enable local areas to measure the impact of local incentives to support the increase in Apprenticeships meeting business need.
- x. Changes to the funding attached to certain level 2 provision, for example level 2 Administrator, is making it unviable for Apprenticeship training providers to deliver.
- xi. There is uncertainty regarding the expansion of the Digital Apprenticeship Service to include non-paying businesses. There has been a lack of communication and clarity

about how the arrangements will work in practise. The feedback from levy paying businesses regarding the service means it is anticipated that there will be an unacceptable administrative burden on smaller businesses which is predicted to impact their engagement with the Apprenticeship programme or the Apprenticeship training providers will be forced to pick up the burden.

We will lobby through appropriate channels with this list of key issues which have been agreed with partners in Lancashire. This agreed approach will evidence the extent of the issue beyond a single organisation or group of organisations, and therefore will strengthen Lancashire lobbying voice through each specific channel.

7. Technical Education Reform

Lancashire published a Technical Education Vision in 2018², to create a consensus around its ambition for its Technical Education system and support the development of Technical Education in Lancashire. The vision spans the breadth of the Technical Education system, including Apprenticeships, the introduction of T Levels and higher level technical provision.

This Apprenticeship Action Plan details how stakeholders in Lancashire will work together to achieve the objectives in the Technical Education Vision which are allied to the Apprenticeship technical education route, and thereby contribute to the Vision's outcomes.

8. Development of the Apprenticeship Action Plan

The Skills and Employment Advisory Panel has worked in partnership with the Lancashire Leaders Group to establish a task and finish group whose aim was to review the reduction in Apprenticeship starts in Lancashire, the impact of the Apprenticeship Reforms and establish examples of good practice in relation to use of the Apprenticeship Levy. The outcome has been that the group has produced this action plan focussed on actions that will have local impact and influence and which includes relevant Key Performance Indicators to measure the impact of taking forward the actions in the plan to achieve its objectives.

The Apprenticeship Action Group comprises a number of key representatives from the Lancashire Skills and Employment Hub, the Lancashire Leaders, local colleges, local training providers, local authorities and organisations delivering European Social Fund projects aimed at upskilling employees. It was agreed that these members represented the appropriate people to design, develop, deliver and share a plan which aims to support the growth of Apprenticeships across the Lancashire Enterprise Partnership area.

You can find a list of the members of the Task and Finish Group in Annex A.

² [Lancashire Technical Education Vision](#), Lancashire Enterprise Partnership, 2018

9. Evidence Base

An evidence base was created from a broad range of national and local research and data. A key component of the data compiled was data purchased which enables identification of business workplaces where Apprentices are employed. This data has been cross referenced against the database provided to Lancashire Enterprise Partnership by the Department for Education (DfE) which shows Apprenticeship numbers, levels, qualifications etc.

Research has contributed to the evidence base.

Lancashire based:

- Effective Employer Engagement Action Research Project, Eunoia Associates, August 2018, commissioned by Lancashire Work Based Learning Executive Forum (LWBLEF)
- Apprenticeship qualitative research with businesses, Learndirect, Autumn 2018
- Lancashire Work Based Learning Executive Forum member's survey, January 2019 - members were asked to comment on impact of the reforms and on their barriers to offering Apprenticeships.
- Lancashire's Local Authorities Apprenticeship survey, conducted by Lancashire Skills and Employment Hub, January 2019 – this was completed by all 15 local authorities in Lancashire and they were asked about their Apprenticeship take up, use of levy funds and response to the 2.3% target.

National:

- Flex for success, Employers perspective on the Apprenticeship Levy, City & Guild and ILM report, January 2019
- The Apprenticeships programme, National Audit Office, March 2019

Data analysis and key findings:

Data analysis has been conducted by the group to identify Key Performance Indicator measures, gain a baseline report and to determine if there is any relationship between a number of datasets and Apprenticeship starts.

- Public sector 2.3% target - data was analysed to show that if all public sector bodies who have reported their Apprenticeship numbers in Lancashire were to meet their 2.3% target that would result in an additional 943 Apprenticeships per annum.
- Up until the last quarter of the 2017/18 academic year, just before the introduction of the Apprenticeship reforms on 6th April 2017, Lancashire was performing 5% above the national picture in regards to Apprenticeship starts. However the final quarter results in 2017/18 brought Lancashire's overall starts down significantly more than the national percentage drop, 8.5% below the national percentage starts. It is widely reported that there was a push by providers to encourage employers to start their apprentices before the introduction of the reforms and analysis shows that Lancashire have been severely impacted by this.

- Bluesheep data has been purchased and has identified 427 Lancashire businesses who have had 10 or more increases and decreases of Apprenticeship numbers. This data has been initially analysed by sector and by levy payer.

Key findings in reviewing relevant datasets against the reduction in Apprenticeship starts in the 16-18 cohort between 2016/17 and 2017/18.

- 16-18 year old population data shows that the cohort has reduced by 2.7% (-1384) between 2017 and 2018 however Apprenticeship starts for the same group have reduced by 14.3% (-643).
- Looking further to see if young people have made different choices as a result of fewer Apprenticeship opportunities in the same period, participation data shows that participation numbers across other education and employment options had also dropped across the board by 3.6% (894), therefore Apprenticeships appear to have been adversely impacted.
- We analysed further data to see if the 643 young people who were not able to take up an Apprenticeship opportunity became Not in Education Employment or Training (NEET). In Blackpool and Lancashire the percentage of young people who were NEET decreased and in Blackburn there was no change. Unfortunately this data is not robust due to the number of young people whose activities are not known, which varies substantially across Lancashire's local authority areas, and could therefore easily mask what has happened to those young people who in the past would have started an Apprenticeship.
- In relation to young people in the 16-18 age group, it needs to be highlighted there has been a decrease in the supply of Apprenticeships. This is due to the reduction in funding a level 2 Apprenticeships now draws down (see 'Key Issues' section above). For some young people a level 2 Apprenticeship is their first step on their Apprenticeship journey and this funding change has resulted in a decrease in the number of Apprenticeship employment opportunities for them.

10. The Apprenticeship Action Plan

The evidence base has enabled the Action Group to determine the priority issues for Lancashire, in the context of a joint partnership approach and taking into consideration of the level of resources available.

The plan is underpinned by a number of key objectives, plus a set of outcomes for the plan as a whole. The plan is broken down into the lead for the objective and the themes and objectives articulate the priorities for Lancashire.

The purpose of the plan is to:-

- Increase the number, range and quality of Apprenticeships and encourage greater levels of provision at higher and degree level, reaching more employers in sectors with high replacement demand and growth.
- Influence public sector organisations in relation to Apprenticeship take up

- Address issues/barriers of local providers and employers to support Apprenticeship growth

We will also promote social inclusion, social cohesion, and equality and diversity by ensuring that it is a common thread through all our activities and the activities of the wider partners who will contribute to this action plan.

The plan will be reviewed and the progress on the actions and the Key Performance Indicators will be reported to the Lancashire Skills and Employment Advisory Panel and the Lancashire Leaders annually.

To ensure the Apprenticeship plan links with the priorities of Lancashire we have aligned the plan to our strategic priorities, ensuring that activity meets the needs of the priorities and links to our Technical Education Vision and aligns to the four quadrants in the Lancashire Skills and Employment Strategic Framework, see the table below.

FUTURE WORKFORCE	SKILLED & PRODUCTIVE WORKFORCE
<p>Continue to drive the Apprenticeship focus of the Careers and Enterprise Company and Inspira, through the Enterprise Adviser Network to embed Apprenticeships in school and college careers plans across Lancashire.</p> <p>Continue the increase in Apprenticeship Ambassadors undertaking activities to inspire and influence young people, parents and teachers.</p> <p>Apprenticeship Support & Knowledge for Schools Project (ASK Project).</p>	<p>Encourage businesses to give full consideration to how Apprenticeship training can support their workforce development plans.</p> <p>Ensure that any businesses interested in Apprenticeships are fully informed and supported making the process as clear and straightforward as possible, using the Skills Pledge process where possible.</p> <p>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.</p> <p>Work with partners to identify existing priority sector networks/groups and negotiate presenting a sector specific Apprenticeship input at these events.</p> <p>Continue the increase in Apprenticeship Ambassadors undertaking activities to influence businesses to take on Apprentices.</p>
INCLUSIVE WORKFORCE	INFORMED APPROACH
<p>Review the Apprenticeship knowledge of those organisations delivering initiatives and projects that engage with the 'Inclusive Workforce'. Local Authorities to support their looked after children and care leavers team, supporting young people into Apprenticeships.</p>	<p>Maintain the evidence base to enable the Apprenticeship action to remain relevant and continue to meet the needs of Lancashire's businesses. A joined up approach to lobbying on the issues that are most important to Lancashire stakeholders.</p>

11. Key Performance Indicators

Overall Key Performance Indicators (KPI)

1. To see an increase in engagement with Apprenticeship by 427 Lancashire employers.
2. To see progress against the Local Authority 2.3% target across Lancashire.
3. Increased engagement of Lancashire young people with Apprenticeships.

Identified Issues	Data to measure impact	KPI
i. 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.	Apprenticeship starts of the of 99 levy payers identified through the Bluesheep data, tracked annually through the Datacube. Tracking the businesses which have signed up to the Apprenticeship Skills Pledge who have been identified as levy payers.	1
ii. Lancashire's Public Sector organisations in the majority of cases in 2017/18 did not spend their full levy and/or meeting their 2.3% target.	2.3% target will be tracked annually, through the Government's published data. (2017/18 was published Nov 19) The Lancashire Leaders have agreed to provide their Apprenticeship numbers annually (as not all are required to report to the Government) and the value unspent levy that has been return to central Government per annum.	2
iii. 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.	Apprenticeship starts of the 72 'Apprenticeship champions' identified through the Bluesheep data, tracked annually through the Datacube.	1
iv. 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.	Apprenticeship stars of the 208 'historical Apprenticeship champions' identified through the Bluesheep data.	1
v. 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. vi.	Apprenticeship starts by sector of the 427 workplaces identified through the Bluesheep data overall and split by sector.	1

vii.	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.	Apprenticeship Skills and Knowledge (ASK) engagement data. <i>ASK - LWBLEF is still awaiting to know (delays by ESFA) if the Lead, BL Training has been successful in the next contracting round for ASK for the NW LWBLEF are a subcontractor for Lancashire. Expected to be notified by 31st May 2019.</i> <i>Gatsby Benchmark 7 - Awaiting the Careers Enterprise Company response to the request for relevant data for this KPI.</i>	3
viii.	Recommendations from Eunoia Research.	Refresh of current ambassadors and target a minimum of 3 events for each to be engaged with.	3
ix.	Lancashire has dropped 5 places from 12 to 7 in the LEP rankings of Apprenticeship starts as a % of the working age population.	This analysis can be conducted annually and tracked year and year, but is reliant on the Government publishing the data. The report for 2017/18 was published Nov 19.	1, 2 and 3

Further KPI's which cut across more than one identified issue

- Apprenticeship starts of the 427 Businesses identified through Bluesheep data measured year on year.
- Tracking the number of business signed up to the Lancashire Skills Pledge data who submit that they already have apprentices and the outcomes of those sign ups.
- Tracking business signed up to the Lancashire Skills Pledge data who submit they are interested in Taking on an Apprentices and the outcomes of those sign ups.
- Apprenticeship Ambassador active numbers in the network – target to increase Apprenticeship Ambassador Network by 10% by Dec 19.
- Tracking the number of business signed up to the Lancashire Skills Pledge data who submit that they already have an Apprenticeship Ambassador and the outcomes of those sign ups.

12. Annexes

Annex A - Members of the task and finish Apprenticeship Action Group

- Vanessa Carthy, Lancashire County Council
- Jennifer Clough, South Ribble Borough Council
- Raeleen Duthoit, Lancashire Work Based Learning Executive Forum
- Sara Gaskell, Lancashire Skills Hub
- Pam Goulding, Lancashire County Council
- Janette Healey, The Growth Company
- Dean Langton, Pendle Borough Council
- Dr Michele Lawty-Jones, Lancashire Skills Hub
- Gareth Lindsay, NLTG
- Lisa Moizer, Lancashire Skills Hub
- Mark Townsend, Burnley Borough Council

Annex B - Apprenticeship Action Plan Matrix

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>i. 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"> Ensure that any businesses interested in apprenticeships are fully informed and supported making the process as clear and straightforward as possible, using the Skills Pledge process where 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>ii. 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.

Annex B - Apprenticeship Action Plan Matrix

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>iii. 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>	<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 to 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.
<p>iv. 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>	<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.
<p>v. 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>	<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 	<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 	<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.

Annex B - Apprenticeship Action Plan Matrix

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)	
		business led and have greatest impact.	is then fed back to the LSH so that the impact can be tracked against performance.	
vi. 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>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>Supported by</p> <ul style="list-style-type: none"> LSH to continue to drive the Apprenticeship focus of 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 Currently 44 Apprenticeship Ambassadors and 30 Employer Apprenticeship Ambassadors, to increase by 10% by December 19 LWBLEF to undertake refresh of current ambassadors network and target a minimum of 3 events for each to be engaged with. <i>LWBLEF is still awaiting to know (delays by ESFA) if the Lead, BL Training has been successful in the next contracting round for ASK for the NW LWBLEF are a subcontractor for Lancashire. Expected to be notified by 31st May 2019.</i> 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

Annex B - Apprenticeship Action Plan Matrix

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>and care leavers teams to raise their knowledge regarding Apprenticeships to support their roles.</p> <ul style="list-style-type: none"> • South Ribble Council's Apprenticeship Factory to develop IAG sessions for Parents and Teachers (Myth Busting).
vii. Recommendations from Eunoia Research.			<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 in the 19-20 LWBLEF business plan being updated June 2019. Feedback to action group on the plans put forward and the actions taken. • Actions to be taken forward by the LWBLEF Employer and Skills sub group. Next meeting 22nd May 2019.
viii. Lancashire has dropped 5 places from 12 to 7 in the LEP rankings of apprenticeship starts as a % of the working age population.	<p>Supported by</p> <p>LL to work with the other Local Authorities to collectively lobby and share best practise.</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. 	<p>Supported by</p> <p>LWBLEF to work with the other membership and representative organisations to collectively lobby and share best practise.</p>	<ul style="list-style-type: none"> • Investigate if the LEP areas with the best rankings have done anything specific to bolster Apprenticeship start numbers.

LEP – Sub Committee

LEP - Lancashire Skills and Employment Advisory Panel

Private and Confidential: NO

Date: Wednesday, 12 June 2019

European Social Funds (ESF) – Education and Skills Funding Agency (ESFA) Opt-in Projects Development Plans

Appendices A, B and C refer

Report Author: Tracy Heyes, Strategic Partnership Manager (Employers),
tracy.heyes@lancashirelep.co.uk,
Sara Gaskell, Strategic Partnership Manager (Adults),
sara.gaskell@lancashirelep.co.uk,
Janet Jackson, Strategic Partnership Manager (Young People),
janet.jackson@lancashirelep.co.uk

Executive Summary

This paper seeks approval for the development plans for the ESFA Opt-in projects in Lancashire:

- NEET ('Moving On') - Appendix A
- Skills Support for the Unemployed ('Access to Employment') - Appendix B
- Skills Support for the Workforce - Appendix C

The development and approval of a plan is a requirement of the contract specification for each of these projects between the provider and the ESFA.

Recommendation

The committee is asked to approve the Development Plans for the ESFA Opt-in projects Skills Support for the Workforce, Skills Support for the Unemployed and NEET.

Background and Advice

1 Background

- 1.1 The Education and Skills Funding Agency (ESFA) is a national opt-in Agency for European Social Funds (ESF). The ESFA match fund the ESF programme nationally to enable local ESF funds to be drawn down for local project activity.



LEPs allocate funds from their local ESF allocations to enable projects to be procured and contract managed by the ESFA under the opt-in. LEPs provide a steer on strategic priorities as per the Strategic Economic Plan and Lancashire Skills and Employment Strategic Framework and in Lancashire, have established local Steering Groups to ensure that activity is aligned with strategic priorities.

- 1.2 Under the previous opt-in programmes which ran from 2016 to 31 March 2019 there was a requirement for Engagement Activity/Capacity Building Plans. These plans had a specific funding allocation totalling £1.01m across 3 projects. The plans included and delivered activity such as the Lancashire Labour Market Toolkit, the Lancashire Pilot Skills Pledge, the Escalate System, the Opportunities Map, research projects, and capacity development programmes for delivery staff (including several sessions on mental health awareness). A specific amount of funding was included in each plan for the three Strategic Partnership manager positions. The Strategic Partnership Manager roles were intended:
 - to ensure local priorities were addressed by the projects in-line with the evidence base and Skills and Employment Strategic Framework
 - to promote the availability of the projects and liaise with key agencies such as Jobcentre Plus, business groups, local authorities and other key stakeholders
 - to ensure that projects added value and were complementary to each other and to mainstream provision, and to aid effective referrals
 - to form and chair steering groups for the projects, bringing together key stakeholders.
- 1.3 New projects for Skills Support for the Workforce, Skills Support for the Unemployed and NEET, were recommissioned by the ESFA with the new contracts commencing on 1st April 2019. The previous tenders were locally developed and had significant LEP input, the new tenders were nationally developed by the ESFA and contained limited local input. This resulted in a reduction in funds allocated to capacity building and an expectation that any development activity would be embedded in the delivery plan.
- 1.4 The previous provider for NEET (Preston's College) was awarded the new contract, Skills Support for the Workforce was awarded to The Growth Company, Manchester and Skills Support for the Unemployed was awarded to PeoplePlus.

2 Development Plans

- 2.1 Whilst the capacity building and development plans for the previous projects were developed locally, the ESFA has issued a template to all new projects for completion of development plans. The completed templates for all three projects are attached.



- 2.2 In the previous round of projects, additional funding lines were awarded for capacity/development plans for Skills Support for the Workforce and Skills Support for the Unemployed. This was quite a considerable budget of £490,000 and £375,000. There was no such funding line for the NEET project. In the new round, and as reported at previous committee meetings, there is only £20,000 for Skills Support for the Workforce and no such funding line for either Skills Support for the Unemployed or NEET.
- 2.3 As the role of the Strategic Partnership Manager has been seen to add value to the previous projects, the Director of the Skills and Employment Hub negotiated with the providers of the new projects to retain this as a full time position for the larger projects (Skills Support for the Workforce and Skills Support for the Unemployed) and as an 0.2 FTE for the smaller NEET project (previously 0.4 FTE). The accountable bodies employ the managers and deploy the resource to the Skills & Employment Hub.
- 2.4 The remainder of the activities in the development plans have been agreed between the provider, the Strategic Partnership Managers and the Skills and Employment Hub Director as desirable and achievable outcomes, given the reduced resources available.
- 2.5 With the retention of the Strategic Partnership Managers and the realisation of these new development plans, it is expected that the momentum of the previous projects will be carried forward for the benefit of residents, employees and businesses of Lancashire.

3 Recommendations

- 3.1 The Panel is asked to approve the Development Plans for the ESFA Opt-in projects Skills Support for the Workforce, Skills Support for the Unemployed and NEET.

List of Background Papers

Paper	Date	Contact/Tel
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N/A

Reason for inclusion in Part II, if appropriate

insert details



**NEET/AT RISK OF NEET
Development Plan
ESF 2014-2020
Education and Skills Funding Agency**

Provider Name	PRESTON COLLEGE
Contract Number	ESF-5079 LANCASHIRE

Section 1 Overview

The ESF NEET/at risk project in the Lancashire LEP area is being delivered by The Lancashire Colleges Delivery Network (LCDN), with Preston’s College as its Lead Accountable Body (LAB). The LCDN comprises 20 delivery partners (including Preston’s College) including colleges, private training providers, specialist and third sector organisations.

The contract runs from 1 April 2019 to 31 July 2021 with the last date for new starts being 31 December 2020. The ESF contract value is £1,817,021 with 1154 young people to be supported. Young people eligible for support are those aged 15-16 identified as being at risk of becoming NEET and those aged 16-18 (19-24 for those with an EHCP) who are NEET or identified as being at risk of becoming NEET.

This Development Plan summarises the activities that will be undertaken by LCDN to address the specific requirements set out in the Invitation to Tender Specification published by the ESFA. As Preston’s College (with TLCDN members and other partners) delivered the previous ESF NEET and ESF ATE contracts in Lancashire (that ended 31 March 2019) many of the activities included in this Development Plan build on those that were delivered as part of the Capacity Building plan for those earlier projects.

Section 2 Stakeholders

This Development Plan has been prepared in consultation with colleagues from the Lancashire Skills and Employment Hub, part of the Lancashire Local Enterprise Partnership (LEP).

It will be shared for information with the project steering group and the Lancashire Skills and Employment Panel (a sub-group of the LEP) as will progress reports regarding its implementation on a regular basis. Stakeholders with a particular interest in the project and are represented on the Steering Group include the LEP/Skills and Employment Hub, Local Authorities and Job Centre Plus.

Section 3 Proposed Activity

Describe the activity the plan will deliver (including the rationale for this activity)

A - Ensuring strategic fit - to ensure that the project adds value, complements and avoids duplication with other activities available for the target group in the LEP area.

B - Targeting and priority setting - to ensure that provision is flexible and responsive to local conditions, takes into account local LMI and focuses on those areas of highest need.

C - Marketing and promotion - to support the recruitment of young people to the project, directly and through referral agencies. To encourage employers to work with the project to offer opportunities and progression routes for learners and to inform curriculum design.

D - Building the capacity and responsiveness of LCDN - to support delivery partners in meeting local needs through this and future projects and programmes.

E - Evaluation

Section 4 Action plan

(including timescales and responsibility)

Action	Timescales	Lead
A - Ensuring strategic fit		
Provide a resource to work with in partnership with Lancashire's Skills Hub to co-ordinate delivery between this project and other ESIF projects in the area.	By 1 April 2019	IS
Formally request that the LEP's Youth Steering Group becomes the Steering Group for this new contract.	March 2019	IS
Chair LEP's Youth Steering Group, ensuring that ToR and membership are relevant to new contract and includes leads for other projects available for the target group	1 st meeting May 2019 & bi-monthly	JJ
Participate in Youth Steering Group to share information and intelligence with the providers of other projects and activities, share good practice, etc.	As above	RF/DK
Maintain and update the Youth Opportunities Map, retaining on 'Moving On' website and ensuring mobile functionality	On-going	DN/JJ
Engage LEAs (Lancashire, Blackpool and Blackburn with Darwen) to ensure that they are aware of the project and agree referral protocols.	On-going	JJ
B - Targeting and priority setting		
Provide MI to the ESFA who will develop reports for use by the Youth Steering Group and the Skills and Employment Panel to support an analysis of participation rates and the agreement of future priorities and areas for additional focus.	Monthly	IS/DK
Review final evaluation report for 2016-19 ESF NEET contract to ensure lessons learned influence the priorities for this project.	July 2019	RF/JJ
Work with Lancashire County Council to define and agree data sharing requirements with respect to supporting them in their statutory duties to relating to the participation of young people in education or training.	By Sept 2019	IS/JJ
Review and refresh the Gap Analysis research to show the availability of flexible provision for those aged 16-18 compared with identified needs.	By Oct 2019	JJ
Research into the availability of Traineeships and Supported Internships in the LEP area, the opportunities, barriers and examples of good practice.	By Dec 2019	
Pending the findings of the research, agree further actions to encourage increased availability of / progression to Traineeships and Supported Internships from the project.	Late 2019	All

C - Marketing and promotion		
Make press release re award of contract to LCDN	March 2019	DN
Seek permission from LESEP Board for the 'Moving On' project website and Twitter page to be used for this new contract.	March 2019	RF
Update the project website to reflect the new project in order to help promote it to referral agencies, employers and other key stakeholders.	April 2019	DN
Develop marketing collateral to promote the project to the target group and referral agencies (leaflets, banner stands etc.)	April 2019	DN
Research the effectiveness of different social media channels in reaching the target audience to inform the development and delivery of a social media campaign.	May 2019	DN
Attend local partnership groups that have a youth/NEET focus to promote the project and agree referral protocols.	On-going	JJ
Attend key local events e.g. jobs fairs to promote the project to young people, their parents/carers and referral agencies.	On-going	JJ/DN
Engage Boost and LA Economic Development (or similar) teams to promote the project and agree referral protocols for employers.	On-going	JJ
D - Building the capacity and responsiveness of LCDN		
Establish an Operations Group for the project as a forum for providing updates and information to LCDN partners as well as for them to network and share intelligence and good practice.	1 st meeting Feb 2019, quarterly	DK
Provide 1-2-1 training for LCDN partner staff when required on systems, processes and paperwork e.g. when there are changes to key personnel.	On-going	DK
Undertake a scoping exercise to identify topics for CPD opportunities, building on the substantial CPD programme delivered through the previous projects. One example might be providing information about the 'Care Leavers Local Offer'	June 2019	RF
E – Evaluation		
Conduct an evaluation at the end of the project to determine the strengths and weaknesses of the contract from commissioning through to delivery to inform future practice and priorities.	July 2021	RF/IS

IS – Iain Stott, Head of Department: MIS, ICT & Data Services, External Grants & Funding, Preston's College
 JJ – Janet Jackson, Strategic Partnership Manager, Lancashire Skills and Employment Hub
 RF – Rosie Fearn, Operations Director, The Lancashire Colleges
 DK – Darren Kellett, Assistant Head of Department: Externally Funded Projects, Preston's College
 DN – Debbie Newell, Marketing and Promotions Co-ordinator, The Lancashire Colleges

Section 5 Impact of Activity

Activity	Impacts
A - Ensuring strategic fit	<ul style="list-style-type: none"> - Increased understanding among referral agencies of how project differs from other activities. - Increased and more relevant referrals to project.
B - Targeting and priority setting	<ul style="list-style-type: none"> - Project is focussed on supporting individuals from LEP priority groups. - Lancashire County Council have greater awareness of which young people are on-project, supporting the in their statutory duties. - Greater understanding of the flexible provision available in the area for young people, informing future investment priorities.

	<ul style="list-style-type: none"> - Greater understanding of the Traineeship and Supported Internship market in the area, informing future priorities.
C - Marketing and promotion	<ul style="list-style-type: none"> - Increased referrals and self-referrals to project, particularly of young people from LEP priority groups. - Awareness of contribution of ESF to LEP area is increased. - Increased employer engagement in the project, providing progression opportunities.
D - Building the capacity and responsiveness of LCDN	<ul style="list-style-type: none"> - Increased understanding of contractual requirements among delivery partners, supporting eligible activity. - Impact of any staff changes is minimised. - CPD programme is developed, delivery partners have increased awareness of the challenges faced by young people and support available, young people are better-supported.
E - Evaluation	<ul style="list-style-type: none"> - Improved understanding of the strengths and weaknesses of the contract from commissioning through to delivery. - Influences ESFA and LEP priorities and commissioning and contracting arrangements. - Influences LCDN and PC delivery models and project management arrangements.

Section 6 Key Risks			
Risk	Likelihood	Impact	Mitigation
Key personnel change	Low	Low	Partnership approach to this plan means no individual is critical to its delivery. Progress will be regularly monitored.
Insufficient funding is available to enable delivery of the plan	Medium	Medium	Plan is designed such that most actions will be delivered at little or no cost, other than staff time. We will explore options to work with other ESF projects if appropriate to share costs and achieve economies of scale, e.g. CPD.
Key stakeholders do not engage in project or for other reasons are unable to make referrals	Low	Medium	Delivery partners have established relationships that have proved successful to-date. Use case studies to promote impact of previous project on individuals to agencies to encourage referrals. Marketing and promotional activity will encourage referrals from stakeholders and individual young people.
Insufficient funding is available in ESF contract to meet local demand	High	High	Delivery network will receive contracts that cover the full project period, ensuring that some level of provision is available until July 2021. Steering Group will identify priorities and monitor performance. Skills Hub will review case for additional funding with the ESFA at the appropriate time.
Employers do not engage in project meaning limited job/apprenticeship progression opportunities available	Medium	Medium	Delivery partners have established relationships that have proved successful to-date. Skills Hub have employer networks and will facilitate relationships with employers looking to grow their workforce or who sign up to the Lancashire Skills Pledge, etc. Use case studies to promote how previous project has helped other employers. Marketing

			and promotional activity will encourage employers to deliver on CSR, etc.
Lack of appetite for CPD among LCDN delivery partners	Low	Low	Will undertake initial scoping exercise to judge demand and develop programme that responds to need. Invite wider stakeholders to fill spare places. Work with other ESF projects if appropriate to pool demand and share costs.

Section 7 Meeting the LEP Priorities

The LEP priorities listed in the contract specification are young people who are:

- resident or educated in Blackburn with Darwen, Blackpool and Lancashire County Council areas with a specific focus on a defined list of wards
- aged 15-16 who are at risk of becoming NEET
- 16-18 (19-24 LLDD) who are NEET

The mix and balance of delivery partners involved in the project will ensure that each of these priorities is supported. We will provide MI to the ESFA who will develop reports for use by the Youth Steering Group and the Skills and Employment Panel to support an analysis of participation rates against these priorities and the agreement of future priorities and areas for additional focus.

Section 8 Monitoring and Review

This Development Plan will be shared for information with the project steering group and the Lancashire Skills and Employment Panel (a sub-group of the LEP) as will progress reports regarding its implementation on a regular basis.

The individuals named in the Action Plan will jointly review progress and risks to ensure that activities are on-track, they will also consider whether any additional activities or actions should be added to the plan as the project progresses.

Section 9 Measures of Success

The main measure of success will be the extent to which the contract is successfully delivered and met LEP priorities.

The MI provided to the ESFA and included in reports for use by the Youth Steering Group and the Skills and Employment Panel will indicate the extent to which this has been achieved.

Completed By Rosie Fearn, The Lancashire Colleges

Date 2 May 2019

LEP Approval date

ESFA Approval date



Skills Support for the Work Force Development Plan

ESF 2014-2020 Education and Skills Funding Agency

Provider Name	PeoplePlus
Contract Number	SSU ESF-5066
LEP	Lancashire
Date	22/5/2019

Section 1 Overview

The ESF SSU project in the Lancashire LEP area is being delivered by PeoplePlus as the Lead Accountable Body (LAB). PeoplePlus has 3 delivery partners.

The contract runs from April 2019 to 31 July 2021. The ESF contract value is £4,399,645 with 2901 learners to be supported.

This Development Plan summarises the activities that will be undertaken by PeoplePlus and partners to address the specific requirements set out in the Invitation to Tender Specification published by the ESFA.

Some of the activities included in this Development Plan build on those that were delivered as part of the Engagement Activity Plan for the previous SSU project.

Section 2 Stakeholders

This Development Plan has been prepared in consultation with colleagues from the Lancashire Skills and Employment Hub, part of the Lancashire Local Enterprise Partnership (LEP).

It will be shared with the project steering group and the Lancashire Skills and Employment Advisory Panel (a sub-group of the LEP) as will progress reports regarding its implementation on a regular basis.

Stakeholders with a particular interest in the project are represented on the Steering Group include the LEP Skills and Employment Hub, members of the Lancashire Adult Skills Forum, Economic Development Officers, referral organisations across the region, Lancashire Work Based Learning Executive Forum and Job Centre Plus.

Section 3 Proposed Activity

Describe the activity the plan will deliver (including the rationale for this activity)

1. Ensuring strategic fit - To ensure that the project adds value, complements and avoids duplication with other activities in the LEP area, in particular working drive forward the Lancashire Adult Skills Forum and the Escalator Model.
Support and develop the on-line tool Escalate to ensure that it remains fit for purpose.
Targeting and priority setting - To ensure that provision is flexible and responsive to local conditions, takes into account local LMI and focuses on the target groups requested in the specification and to ensure the programme responds to the skills needs of the LEP's priority sectors.
2. Marketing and promotion - To support the referral of businesses and residents to the project, directly and through intermediaries/stakeholders. To encourage employers to work with the project to offer opportunities and progression routes for learners and to inform curriculum design.
3. Work to promote the Lancashire Skills Escalator to support referrals onto other ESF projects, Apprenticeships and further education and support.
4. Ensure alignment with other LEP strategic initiatives – To ensure that SSU aligns and is responsive to other LEP strategic priorities including the Technical Education Vision and the Digital Skills Partnership.
5. Strategic Partnership Manager - To allocate resource to work in partnership with Lancashire's Skills Hub, to support development and implementation of the project and to forge links with other opt-in projects, BBO projects and directly matched ESIF projects.
6. Steering the SSU Project - Create and manage a steering group which will sit across all strands of activity with relevant local stakeholders, which will report to the LEP via the Skills and Employment Advisory Panel.
7. Working with the Business Growth Hub (BOOST) - To put in place a data sharing and a service level agreement with the Lancashire Growth Hub (Boost) and input employer contacts and activity on the Growth Hub CRM system. The data will be used to support referrals from the Growth Hub, a joined up approach to employer engagement and to support Lancashire-wide marketing campaigns promoting business support products and skills and will work enable People Plus to work pro-actively with the Growth Hub to support business support simplification and effective engagement of employers.
8. Evaluation – To undertake evaluation of the project at the mid and end point of the project with the aim of ensuring continued learning.

Section 4 Action plan

(including timescales and responsibility)

Action	Timescales	Lead
1. Ensuring Strategic fit		
Participate in the Adult Skills Forum to share information and intelligence with the providers of other projects and activities, share good practice and support partnership working etc.	Ongoing	SG/JT

Develop and promote the Skills Escalator Model ensuring that this provides clarity for Lancashire referral agencies and to ensure that this supports cross referrals and progression activity.	July 2019	JT
Chair the Adult Skills Skills Forum ensuring that ToR and membership are relevant to the employer facing ESF projects and includes leads for other projects available for the target group.	Ongoing	SG
Ensure that all staff members and partners are using the system to cross refer when SSU is not the best option for a resident and to ensure progression routes for participants where appropriate.	Ongoing with at steering group meetings	JT
Ensure all provision is adequacy included on the system,	May 2019	JT and Partners
2. Targeting and priority setting		
Work with the LEP Skills and Employment Hub to develop a programme which responds to the changing needs of the community/businesses including recruitment activity for the seven priority areas of Lancashire.	June 2019	JT/SL
Ensure activity is promoted and accessed by the priority group described in the tender document.	June 2019	JT
Review the Gap Analysis research (vis partners and Escalate) to show the availability of flexible provision for those aged 19+ compared with identified needs, and geographical areas.	August 2019	SG
Pending the findings of the research, agree further actions to encourage increased availability of projects across the required areas.	Late 2019	SG
3. Marketing and promotion		
Work with the LEP Skills and Employment Hub to build on the Skills Pledge, ensuring positive and prompt employer support.	June 2019	JT
Support the full roll out of the Skills Pledge Model across Lancashire.	September 2019	SG/JT
Enter into an SLA with the Skills and Employment Hub that sets out the role of PeoplePlus in responding to the Skills Pledge requests.	June 2019	SG/JT
Develop a project website to help promote the project to key referral agencies and businesses in Lancashire.	August 2019	JT/SL
Develop marketing collateral to promote the project to the target group and referral agencies (leaflets, banner stands etc.) This should be Lancashire focused and is to include both employer and learner facing materials.	June 2019	JT/SL
Engage referral agencies, JCP and LA Economic Development (or similar) teams to promote the project and agree referral protocols for residents.	On-going	SG/JT
Attend key local events e.g. Jobs Fairs to promote the project to residents, employers and referral agencies.	On-going	SG/JT
4. Progression pathways		

Participate in the Lancashire Apprenticeship Action Group. Contribute to the development of the action plan and ongoing monitoring of the plan to support progressions onto Apprenticeships.	On-going	SG
Work with partners to bring the Lancashire Skills Escalator to life to map clear pathways and next steps for learners and businesses.	September 2019 and then ongoing	SG/JT
5. Alignment with LEP strategic initiatives		
Participate in and support the LEP Local Digital skills Partnership (LDSP) Ensure the development of appropriate provision that respond to the findings of the research undertaken through this partnership.	April 2019 and ongoing	SG/JT
	August 2019	SG/JT
6. Strategic Partnership Manager		
Provide a resource to work with in partnership with Lancashire's Skills Hub to co-ordinate delivery between this project and other ESIF projects in the area.	April 2019	SL
7. Steering the SSU Project		
Request the continuation of the existing Steering Group for this new contract.	May 2019	SG
Chair SSU steering Group, review Terms of Reference and Membership of the Steering Group. Ensure that the reporting reflects the outcomes of the projects and meets the needs of the Skills and Employment Hub.	1 st meeting post April 2019	SG
Participate in SSU steering group and in particular ensure the presentation of comprehensive information to enable the group to fulfil their role in steering the project.	On-going	SG/JT
8. Working with the Business Growth Hub (BOOST)		
To complete and sign the data sharing and service level agreement (MOU) with the Lancashire Growth Hub (Boost).	July 2019	JT
To develop the mechanisms for inputting employer data on the Growth Hub (BOOST) CRM.	June 2019	JT
9. Evaluation		
Conduct an evaluation at the end of the project to determine the strengths and weaknesses of the contract from commissioning through to delivery to inform future practice and priorities.	July 2021	JT/SL

Section 5 Impact of Activity

Activity	Impacts
1. Ensuring strategic fit	<ul style="list-style-type: none"> Increased understanding among stakeholders including intermediaries and referral agencies of the differentiation between different ESF funded project offers. Increased and more relevant referrals to other ESF funded projects. Clarity for JCP partners and stakeholders of the skills offer.
2. Support Escalate	<ul style="list-style-type: none"> Increased activity from referral agencies. Supported gap reporting across Lancashire.

3. Targeting and priority setting	<ul style="list-style-type: none"> Project meets the gaps identified by the tender and through research undertaken by the Lancashire Skills and Employment Hub.
4. Marketing and promotion	<ul style="list-style-type: none"> Effective Skills Pledge model that enables employers to engage with the comprehensive skills offer in Lancashire. Increased referrals to the project and in particular via the Lancashire Skills Pledge and dedicated website.
5. Alignment with other LEP Strategic Initiatives	<ul style="list-style-type: none"> Digital Skills offer contributes to the Skills Gaps identified through the Lancashire Digital Skills Partnership. Effective Lancashire digital skills offer. Effective working relationships with wider delivery partners including BBO, directly matched ESF providers, Adult and Community Learning etc.
6. Strategic Partnership Manager	<ul style="list-style-type: none"> Continued focus of SSU on LEP strategic priorities and that it is complimentary to and aligns with other provision. Delivery of the development plan.
7. Steering the SSU Project	<ul style="list-style-type: none"> Effective Stakeholder engagement.
8. Working with the Business Growth Hub (BOOST)	<ul style="list-style-type: none"> Increased referrals from BOOST and BOOST partners and also referrals to other Business support products. Increase awareness of stakeholders including intermediaries and businesses of the comprehensive skills and business support offer.
9. Evaluation	<ul style="list-style-type: none"> Improved understanding of the strengths and weaknesses of the contract from commissioning through to delivery. Influences ESFA and LEP priorities and commissioning and contracting arrangements.

Section 6 Key Risks

Risk	Likelihood	Impact	Mitigation
Key personnel change	Low	Low	The coordination of the delivery of the plan will be led by the Strategic Partnership Manager. The Partnership approach to this plan including the monitoring of the plan by the SSU Steering Group will ensure that any resourcing issues are flagged at an early stage and addressed.
Lack of engagement of learners and/or employers.	Medium	Medium	PeoplePlus have dedicated learner/employer engagement officers across Lancashire to support this activity.
Key stakeholders do not engage in activities detailed in the plan and therefore alignment of ESF	Low	Medium	Strategic Partnership manager post is in place to drive and facilitate effective working between ESF funded projects.

funded project is not effective.			
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Section 7 Meeting the LEP Priorities

The Development Plan has been shaped through consultation with the LEP Skills and Employment Hub and the activity included within it is aligned with the wider strategic activity of the LEP and supports the key themes in the Lancashire Skills and Employment Strategic Framework particularly "Inclusive Workforce"

In delivering the plan there will be continued focus on considering the skills gaps within the LEPS priority sectors as follows and focusing support and development of new recruitment activity for employers and innovation in these sectors

- Advanced Manufacturing and Engineering
- Energy and Environment
- Finance and Professional Services
- Visitor Economy
- Creative and Digital
- Health and Social Care
- Construction

There will be a focus on the priority groups noted in the tender these include:-

- Participants over 50 years of age
- Participants from ethnic minorities
- Participants with disabilities
- Participants without Basic Skills
- Participants who live in a single household with dependent children
- Female Participants

Key priority will be given to working alongside other projects to support the Lancashire Skills Escalator, ensuring activity is complementary and employment opportunities link to the priority sectors across Lancashire as noted above. The plan will support the development of progression into additional learning and apprenticeships and in particular support the focus on higher level learning and progression into degree apprenticeships.

Section 8 Monitoring and Review

This Development Plan will be shared with the project steering group and the Lancashire Skills and Employment Advisory Panel (a sub-group of the LEP) as will progress reports regarding its implementation on a regular basis.

The individuals named in the Action Plan will jointly review progress and risks to ensure that activities are on-track, they will also consider whether any additional activities or actions should be added to the plan as the project progresses.

Section 9 Measures of Success

The main measure of success will be the extent to which the contract is successfully delivered and meets LEP priorities as identified in the ESFA contract specification.

The MI provided to the ESFA and included in reports for use by the Steering Group and the Lancashire Skills and Employment Advisory Panel will indicate the extent to which this has been achieved.

Completed By

Date

LEP Approval date

ESFA Approval date



Education & Skills
Funding Agency



European Union
European
Social Fund

Skills Support for the Workforce Development Plan Development Plan

ESF 2014-2020 Education and Skills Funding Agency

Provider Name	The Growth Company
Contract Number	30379
	LANCASHIRE
	1 April 2019

Section 1 Overview

The ESF SSW project in the Lancashire LEP area is being delivered by The Growth Company as the Lead Accountable Body (LAB). The Growth Company has 9 delivery partners

The contract runs from 1 April 2019 to 31 July 2021. The ESF contract value is £6,092,611 with 3320 learners to be supported.

This Development Plan summarises the activities that will be undertaken by The Growth Company to address the specific requirements set out in the Invitation to Tender Specification published by the ESFA.

Some of the activities included in this Development Plan build on those that were delivered as part of the Engagement Activity Plan for the previous SSW project.

Section 2 Stakeholders

This Development Plan has been prepared in consultation with colleagues from the Lancashire Skills and Employment Hub, part of the Lancashire Local Enterprise Partnership (LEP).

It will be shared with the project steering group and the Lancashire Skills and Employment Advisory Panel (a sub-group of the LEP) as will progress reports regarding its implementation on a regular basis.

Stakeholders with a particular interest in the project and represented on the Steering Group include the LEP Skills and Employment Hub, BOOST, Chambers of Commerce, Economic Development Officers, Federation of Small Businesses, Lancashire work Based Learning Executive Forum and Job Centre Plus.

Section 3 Proposed Activity

Describe the activity the plan will deliver (including the rationale for this activity)

Background

The activities within the plan and the focus has been informed by the strategic focus of the LEP Skills and Employment Hub as defined within the Skills and Employment Strategic Framework. The Framework sets out the skills and employment priorities for Lancashire that support the economic growth ambition of the LEP. The purpose of the Strategic Framework is to:-

- a) Increase prosperity and economic growth;
- b) Deliver SEP Priorities;
- c) Address issues of unemployment and economic inactivity; and,
- d) Promote social inclusion, social cohesion, and equality and diversity.

The framework is structured into 4 themes: Future Workforce, Skilled & Productive Workforce, Inclusive Workforce and An Informed Approach. The Skills Support for the Workforce Programme and the activity to be undertaken as part of this plan is particularly intended to support the strategic theme of Skilled and Productive Workforce and SSW is a key step on the LEPs Skills Escalator model which has been developed to show the progression through the 2 themes of the framework Inclusive and Skilled and Productive Workforce. (See attached at Appendix A).

This development plan has been developed with a focus on supporting the key aims of the Skilled and Productive Workforce theme within the Strategic Framework which are set out below

SKILLED AND PRODUCTIVE WORKFORCE

- Increase the number of apprenticeships (including higher level and degree) across our priority sectors.*

- Increase retention of graduates through engagement with business during and after studies.*

- Increase the number of employers undertaking workforce / succession planning and engaging with skills provision.*

- Increase leadership and management capacity in small to medium sized enterprises.*

Recent research undertaken on the Lancashire Labour market in particular the 2018 Lancashire Labour Market Intelligence Toolkit and the Constructions Skills Gap analysis (updated June 2018) have also informed the activity defined within this plan in particular the following:

Skills Requirements - In line with trends forecast for the North West and nationally, demand for higher level skills is expected to increase In Lancashire , as reflected by an upwards shift in the skills profile of the workforce. By 2028, a higher number of people employed in the Lancashire economy will hold qualifications at Level 3 and above, while the number in employment with qualifications at level 2 or below or no qualifications will fall. The number of people in employment with other qualifications, such as apprenticeships, is also expected to increase. This trend typically applies across all occupations. Specific activity has been included in the plan below to reflect the demand for higher levels skills and to support progression from SSW into other higher level learning and higher level and degree apprenticeships.

Sectors - Two sectors – wholesale and retail, and health – account for around one-third of all employment in Lancashire, some 203,000 jobs. Manufacturing is the third largest sector in Lancashire, with 13% of all workers employed in the sector, amounting to 85,000 jobs. Parts of Lancashire have historically been manufacturing bases, and this is shown in the

area having a much larger share of employment in the sector than across the North West (10%) and nationally (9%).*

This trend is expected to continue from 2018 to 2028 with wholesale and retail trade and human health and social work providing the highest number of opportunities in Lancashire – requiring over 134,000 and 97,000 people respectively to fill jobs between 2018 and 2028. On average, this will equate to 12,300 and 8,900 people being recruited to these sectors each year.

This is followed by accommodation and food services, where there is a total requirement for over 86,000 people between 2018 and 2028 – or approximately 7,800 people per annum on average, and administrative and support services, which will have opportunities for over 79,000 people (or 7,200 per annum).**

Other sectors offering opportunities for over 320,000 people between 2018 and 2028 include**:

- Manufacturing (5,300 per annum)
- Education (5,000 per annum)
- Professional, scientific and technical services (4,100 per annum)
- Construction (3,900 per annum)
- Arts, entertainment and recreation (3,300 per annum)
- Information and communication (2,900 per annum)
- Transport and storage (2,800 per annum)
- Public administration (2,200 per annum)

It is important that the SSW programme supports the high growth sectors within Lancashire and therefore within the plan specific activity has been included to ensure that there is a thorough understanding of the skills gaps and training requirements within these sectors.

Sources:

*Business Register and Employment Survey 2016, Market Locations, Lancashire LEP Evidence Base

**Oxford Economics, 2018

Key Activities within the plan

1. Ensuring strategic fit - To ensure that the project adds value, complements and avoids duplication with other activities available for businesses in the LEP area, in particular through working with the LEP to establish and drive forward the Lancashire Employer Skills Forum, development of a business facing Employer Skills Model/Map and to complete a comprehensive mapping exercise which sets out how the business facing skills programmes and business support programmes work together at a strategic level and also complete a detailed stakeholder mapping exercise at a sub-regional level to be agreed with the LEP.
2. Targeting and priority setting - To ensure that provision is flexible and responsive to local conditions, takes into account local LMI and focuses on those areas of highest need including undertaking research and coordinating sector skills partnership activity as appropriate to ensure the programme responds to the skills needs of the LEP's priority sectors and to inform new product development and innovation.
3. Marketing and promotion - To support the referral of businesses to the project, directly and through intermediaries/stakeholders in particular supporting the development of the Lancashire Skills Pledge. To encourage employers to work with the project to offer opportunities and progression routes for learners and to inform curriculum design.
4. Progression pathways - To ensure the effective provision of higher level skills and the promotion of this skills offer and also ensuring clarity of pathways to apprenticeships and developing brokerage of opportunities between participants and employers.

5. Alignment with other LEP Strategic Initiatives – To ensure that SSW aligns and is responsive to other LEP strategic priorities including the Technical Education Vision, the Digital Skills Partnership and in particular progression pathways are developed that support these initiatives.
6. Strategic Partnership Manager - To allocate resource to work in partnership with Lancashire's Skills Hub, to co-ordinate delivery between these 2 strands of activity and other opt-in projects and directly matched ESIF projects and to develop and ensure timely delivery of the development plan
7. Steering the SSW Project - Create and manage a steering group which will sit across all strands of activity with relevant local stakeholders, which will report to the LEP via the Skills Advisory Panel.
8. Working with the Business Growth Hub (BOOST) - To put in place a data sharing and a service level agreement with the Lancashire Growth Hub (Boost) and input employer contacts and activity on the Growth Hub CRM system. The data will be used to support referrals from the Growth Hub, a joined up approach to employer engagement and to support Lancashire-wide marketing campaigns promoting business support products and skill and will work enable the Growth Company to work pro-actively with the Growth Hub to support business support simplification and effective engagement of employers.
9. Evaluation – To undertake evaluation of the project at the mid and end point of the project with the aim of ensuring continued learning and informing future provision.

Section 4 Action plan

(including timescales and responsibility)

Action	Timescales	Lead
Ensuring Strategic fit		
To develop a comprehensive and overarching strategic map to inform how the SSW project will work with other skills projects and business support projects across Lancashire and to develop detailed geographically focused stakeholder maps; 1 st Phase Strategic map 2 nd Phase Detailed Stakeholder Maps	June 2019 June 2019	TH/JH
Participate in the Employer Skills Forum to share information and intelligence with the providers of other projects and activities, share good practice, etc.	Ongoing	TH/JH
Develop and promote a Business facing "Employer Skills Model/Map" that provides clarity for Lancashire Businesses regarding the ESF funded employer facing skills offer working in partnership with other ESF projects.	July 2019	TH
Targeting and priority setting		
Work with the LEP Skills and Employment Hub to develop and coordinate effective Sector Partnerships that inform new product development and innovation in particular as follows; 1. Health and Social Care Skills Partnership	June 2019 and then ongoing	TH

2. Logistics – to work with the LEP Skills and Employment Hub and partners including in particular the appropriate Chambers of Commerce to establish a sector group/forum to enable a greater understanding of skills and training issues.	July 2019 and ongoing	TH
3. Visitor Economy - To work with Marketing Lancashire to establish mechanisms for engaging with businesses within the Visitor Economy.	September 2019 and ongoing	TH
4. Construction – to support the LEP in working with CITB to establish a Lancashire construction forum.	September 2019 and ongoing	TH
5. Manufacturing and Energy and Environment – to work with the LEP and other partners including in particular the appropriate Chambers of Commerce to establish a mechanism for linking with manufacturing businesses to enable a greater understanding of skills and training issues.	July 2019 and ongoing	TH
6. Support the establishment of other sector forums and sector events as agreed with the LEP Skills and Employment Hub	Ongoing	TH
Review the existing LMI and as it is updated to inform the skills offer particularly relating to sector specific issues and geographical coverage.		
Phase 1	April to July 2019	TH
Phase 2	July 2019 to January 2020	TH
Marketing and promotion		
Work with the LEP Skills and Employment Hub to build on the pilot Skills Pledge and facilitate the launch of a full Skills Pledge Model that enables businesses to engage with skills provision in Lancashire	June 2019	TH
Support the full roll out of the Skills Pledge Model across Lancashire.	September 2019	TH
Enter into an SLA with the Skills and Employment Hub that sets out the role of the Growth Company in responding to the Skills Pledge requests.	June 2019	TH/IK
Develop a project website to help promote the project to key referral agencies and businesses in Lancashire.	August 2019	JH
Develop marketing collateral to promote the project to the target group and referral agencies (leaflets, banner stands etc.)	June 2019	JH
Engage Boost and LA Economic Development (or similar) teams to promote the project and agree referral protocols for employers.	On-going	TH/JH
Progression pathways		
Participate in the Lancashire Apprenticeship Action Group and contribute to the development of the action plan and ongoing monitoring and review of the plan.	On-going	JH

To map clear pathways and next steps for learners and businesses including higher level learning and apprenticeships including degree apprenticeships and produce material that is available to learners and businesses.	September 2019 and then ongoing	JH/TH
Alignment with LEP strategic initiatives		
Participate in and support the LEP Local Digital skills Partnership (LDSP) Ensure the development of appropriate provision that respond to the findings of the research undertaken through this partnership. Following completion of the research by the LDSP review the digital skills offer to ensure it is complementary to the wider digital skills provision in Lancashire and fits into a pathway of provision for businesses.	April 2019 and ongoing August 2019 Ongoing	TH/JH TH/JH TH/JH
Participate in and support the development of actions to respond to Lancashire Technical Education vision in particular contributing to actions that raise awareness amongst businesses of the link between technical education route ways and upskilling pathways ion the workplace.	Ongoing	TH
Strategic Partnership Manager		
Provide a resource to work with in partnership with Lancashire's Skills Hub to co-ordinate delivery between this project and other ESIF projects in the area.	April 2019	IK
Steering the SSW Project		
Request the continuation of the existing Steering Group for this new contract.	March 2019	TH
Chair SSW steering Group, review Terms of Reference and Membership of the Steering Group.	1 st meeting post April 2019	TH
Participate in SSW steering group and in particular ensure the presentation of comprehensive information to enable the group to fulfil their role in steering the project.	On-going	JH/IK/TH
Working with the Business Growth Hub (BOOST)		
To complete and sign the data sharing and service level agreement (MOU) with the Lancashire Growth Hub (Boost).	July 2019	IK
To develop the mechanisms for inputting employer data on the Growth Hub (BOOST) CRM.	June 2019	JH/TH
To work with the Employer Skills Forum and BOOST to develop a Lancashire wide marketing campaign including a series of events to promote business support products and skills products and which will support business support simplification and effective engagement of employers.	Commencing May 2019 Ongoing	TH
Evaluation		
Conduct an evaluation at the end of the project to determine the strengths and weaknesses of the contract from commissioning through to delivery to inform future practice and priorities.	July 2021	IK

TH – Tracy Heyes Strategic Partnership Manager
IK – Ian Kerr Operations Director SSW
JH – Janette Healey Service Manager

Section 5 Impact of Activity

Activity	Impacts
Ensuring strategic fit	<ul style="list-style-type: none"> Increased understanding among stakeholders including intermediaries and businesses of the differentiation between different ESF funded project offers. Increased and more relevant referrals to ESF funded projects. Clarity for businesses and stakeholders of the skills offer.
Targeting and priority setting	<ul style="list-style-type: none"> Project meets the gaps identified by the Sector Partnerships and through research undertaken by the Lancashire Skills and Employment Hub.
Marketing and promotion	<ul style="list-style-type: none"> Effective Skills Pledge model that enables employers to engage with the comprehensive skills offer in Lancashire. Increased referrals to the project and in particular via the Lancashire Skills Pledge.
Progression pathways	<ul style="list-style-type: none"> Increases awareness of pathways into higher level learning and apprenticeships. Increased number of learners progressing into higher level learning and apprenticeships. Increased take up of apprenticeships in Lancashire.
Alignment with other Strategic Initiatives LEP	<ul style="list-style-type: none"> Digital Skills offer contributes to the Skills Gaps identified through the Lancashire Digital Skills Partnership. Effective Lancashire digital skills offer.
Strategic Partnership Manager	<ul style="list-style-type: none"> Continued focus of SSW on LEP strategic priorities and that it is complimentary to and aligns with other provision. Delivery of the development plan.
Steering the SSW Project	<ul style="list-style-type: none"> Effective Stakeholder engagement.
Working with the Business Growth Hub (BOOST)	<ul style="list-style-type: none"> Increased referrals from BOOST and BOOST partners and also referrals to other Business support products. Increase awareness of stakeholders including intermediaries and businesses of the comprehensive skills and business support offer.
Evaluation	<ul style="list-style-type: none"> Improved understanding of the strengths and weaknesses of the contract from commissioning through to delivery. Influences ESFA and LEP priorities and commissioning and contracting arrangements.

Section 6 Key Risks

Risk	Likelihood	Impact	Mitigation
Key personnel change	Low	Low	The coordination of the delivery of the plan will be led by the Strategic Partnership Manager. The Partnership approach to this plan including the monitoring of the plan by the SSW Steering Group will ensure that any resourcing issues are flagged at an early stage and addressed.
Insufficient funding is available to enable delivery of the plan	Medium	Medium	The plan is designed such that most actions will be delivered efficiently at little or no cost with staff and partnership time resourcing the delivery. We will explore options to work with other ESF projects if appropriate to share costs and achieve economies of scale.

Key stakeholders do not engage in activities detailed in the plan and therefore alignment of ESF funded project is not effective.	Low	Medium	Strategic Partnership manager post is in place to drive and facilitate effective working between ESF funded projects.
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Section 7 Meeting the LEP Priorities

The Development Plan has been developed in consultation with the LEP Skills and Employment Hub and the activity included within it is aligned with the wider strategic activity of the LEP and supports the key themes in the Lancashire Skills and Employment Strategic Framework particularly "Skilled and Productive Workforce"

In delivering the plan there will be continued focus on considering the skills gaps within the LEPS priority sectors as follows and focusing support and development of new products and innovation in these sectors

- Advanced Manufacturing and Engineering
- Energy and Environment
- Finance and Professional Services
- Visitor Economy
- Creative and Digital
- Health and Social Care
- Construction

In addition Digital Skills is a significant priority focus, with the recent launch of the Local Digital Skills Partnership in Lancashire and the activity within the plan will drive a continued focus on participating in and supporting the work in the LDSP and ensuring product development and innovation that responds to the work of the LDSP.

The strategic focus of the plan will be across the whole geography of Lancashire and consideration will be given as to how the activity to be undertaken as part of the plan will reflect this and also how the outcomes of the activity of the plan will inform product development and innovation at a local level.

The plan will support the development of progression into additional learning and apprenticeships and in particular support the focus on higher level learning and progression into degree apprenticeships.

Section 8 Monitoring and Review

This Development Plan will be shared with the project steering group and the Lancashire Skills and Employment Advisory Panel (a sub-group of the LEP) as will progress reports regarding its implementation on a regular basis.

The individuals named in the Action Plan will jointly review progress and risks to ensure that activities are on-track, they will also consider whether any additional activities or actions should be added to the plan as the project progresses.

Section 9 Measures of Success

The main measure of success will be the extent to which the contract is successfully delivered and meets LEP priorities as identified in the ESFA contract specification.

The MI provided to the ESFA and included in reports for use by the Steering Group and the Skills and Employment Advisory Panel will indicate the extent to which this has been achieved.

Completed By

Date

LEP Approval date

ESFA Approval date

