



Lancashire
Enterprise Partnership

Lancashire Skills and Employment Strategic Framework

2021 Refresh Incorporating
the Local Skills Report



LANCASHIRE SKILLS
& EMPLOYMENT HUB

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Forewords

Steve Fogg

Chair, Lancashire Enterprise Partnership

We are working together to grow, attract and retain a skilled workforce which will support the recovery and regrowth of Lancashire.



Lancashire is internationally renowned in the military and civil aerospace industry, with the largest single concentration of aerospace production in the country, alongside strengths in automotive, clean technology, textiles, food and drink manufacture and agriculture. As the birthplace of the industrial revolution, Lancashire businesses are known for their enterprise, adopting new innovations and embracing digitalisation. With coastal and rural visitor economies and vibrant urban centres, Lancashire is the place to live, work and study.

An ingredient for success is access to a skilled labour market. The Lancashire Skills and Employment Strategic Framework aims to nurture our future talent, drive up the skills and productivity of our existing workforce and drive an inclusive approach to boost the economic health and well-being of all of our Lancashire residents. As a key area of the Northern Powerhouse, we are working together to grow, attract and retain a skilled workforce which will support the recovery and regrowth of Lancashire, following the challenges of the pandemic.

A handwritten signature in dark ink, appearing to read 'Steve Fogg', with a horizontal line underneath it.

Amanda Melton

Chair, Lancashire Skills and Employment Advisory Panel

There needs to be a focus on retraining and reskilling our adult workforce to ensure sustainable employment and to enhance the skills capacity of our County, and on boosting the aspirations of our younger people.

The industrial heritage of Lancashire has gifted a legacy of innovative and creative enterprise with employers increasingly keen to direct the skills market so that locally grown talent is central to their success. Since the publication of the first Lancashire Skills and Employment Strategic Framework in February 2016, partners have come together and driven the development of Lancashire's award winning Careers Hub and Digital Skills Partnership, launched a Technical Education Vision for the County and worked together to maximise the impact of funds, such as Growth Deal Skills Capital and European Social Funds.

The impact of the pandemic on businesses and Lancashire residents is clearly challenging - it is even more important that partners work together to address the short, medium and longer term implications. There needs to be a focus on retraining and reskilling our adult workforce to ensure sustainable employment and to enhance the skills capacity of our County, and on boosting the aspirations of our younger people. Guided by the Lancashire Skills & Employment Strategic Framework and robust labour market information, I am certain that our partnership approach will continue to reap benefits for Lancashire businesses and people.



Councillor Mark Townsend

Leader of Burnley Council and Skills Lead for the Lancashire Leaders

As the birthplace of the Industrial Revolution, Lancashire is a place that makes things; innovation is in our DNA.



Lancashire has an amazing story to tell of natural beauty, of hard-working people, of legacy and of the future. As the birthplace of the Industrial Revolution, Lancashire is a place that makes things; innovation is in our DNA. With a population of 1.5m people, over 60% of whom are of working age, Lancashire has a significant talent pool, serving some 52,000 businesses. The impact of the pandemic on Lancashire's economy is yet to be fully realised, but there is an emerging picture of differential impact, across industry sectors, occupations and places. Whilst anticipating the benefits of a promised "levelling-up" agenda, the impact of the pandemic is adversely affecting communities who were already disadvantaged through poverty and deprivation.

The Lancashire Local Government Leaders recognise the importance of skills and education in enhancing the lives of the people who live and work in Lancashire and in realising the full potential of Lancashire's businesses and assets – the importance of boosting aspiration and skills is as important as ever as we seek to support the survival, stabilisation, recovery and regrowth of our local economies. The Lancashire Skills and Employment Strategic Framework provides a roadmap for government and partners to work together to continue to drive up skills and employment, and thus prosperity of Lancashire's people.



Introduction

The Lancashire Skills and Employment Strategic Framework 2016-2020 was published in February 2016. The framework brought together partners in Lancashire and provided a shared focus and platform aimed at improving the responsiveness of the skills and employment system to the needs of Lancashire. Driven by Lancashire's Skills and Employment Advisory Panel, the framework was underpinned by an extensive evidence base and was aligned with Lancashire's Strategic Economic Plan (SEP).



The University of Central Lancashire Campus

Assessment of Progress

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

- + Establishment and phased roll out of the Enterprise Adviser Network and Lancashire's award winning Careers Hub, from February 2016 to September 2020 to all secondary schools, including Special Schools and Alternative Providers and colleges across the area. With 154 schools and colleges, matched to over 160 volunteer business leaders, 'Enterprise Advisers' the partnership is raising the quality of careers provision across Lancashire, and the number and breadth of inspirational encounters and experiences with local employers
- + Launch of the first pilot Digital Skills Partnership in partnership with DCMS in April 2018. The partnership has achieved a range of results including: over 750 businesses engaged in Google Garage and 100 plus engaged in the Lloyds Digital Know How Programme; over 2000 learners undertaking Freeformers Training sponsored by Facebook; establishment of the 'test and learn' Fast Track Digital Workforce Fund with DCMS and Greater Manchester Combined Authority and the piloting of DfE Digital Skills Bootcamps - influencing the shape of the National Skills Fund - to-date over 900 Lancashire and GMCA residents have been engaged in employer-provider co-designed bootcamps
- + Production of a shared Technical Education Vision in October 2018 – with one of the largest clusters of colleges delivering T Levels in the first 2 phases of the roll out. The collaboration between the Gatsby Foundation, Lancashire Skills and Employment Hub and the colleges has enabled the development of Routeway Networks to support the launch of the T Levels, sharing of good practice, CPD for tutors and engagement of employers
- + Development with partners of the Lancashire Skills Escalator and 'Escalate' referral tool, enabling European Social Funded (ESF) projects to move people more effectively into sustained employment. To-date (as of September 2020) the programme has supported over 5,600 young people at risk of or NEET, engaged over 18,700 unemployed and inactive adults in provision to support them on their journey into work, and upskilled 11,400 employees in over 4,000 Lancashire businesses
- + Launch of the Lancashire Skills Pledge with partners – bringing together a simple means for employers to engage with education and training. As of December 2020, 75 employers had signed up to the pledge
- + Launch of 'Skills for Work' in partnership with over 50 local and national partners in response to the COVID-19 pandemic, to enable furloughed workers, those at risk of redundancy and those looking for work to easily access the support that is available to them. Over 14,000 people have viewed the website since the launch in July 2020

It was the initial intention to refresh the framework to cover a similar 5 year time period, however, the country has entered unprecedented times, with the impact of COVID-19 on the economy and employment and skills only starting to be understood. Whilst the development of the Lancashire Enterprise Partnership (LEP) Strategic Economic Framework has progressed, the production of the Local Industrial Strategy has been temporarily paused due to the pandemic and will resume at a time when co-design with government can be initiated.

Focus shifted to the response to short-term impact of COVID-19 and then to recovery, with the publication of Lancashire's Recovery Plan in June 2020 – Redefining Lancashire² which sets out the urgent actions required to support survival, stabilisation, recovery and return to growth for businesses and employment.

In June 2020 the Lancashire Local Government Leaders also signalled collective intent to pursue devolution and the formation of a Combined Authority; the development of the Greater Lancashire Plan is now being accelerated. The Greater Lancashire Plan sets out a new vision for inclusive growth, healthy communities and cleaner world, delivered through a place shaping strategy of public sector reform, economic growth and environmental sustainability, with the LEP driving forward business-led delivery of Lancashire's Strategic Economic Framework.

It has thus been agreed by the Lancashire Skills and Employment Advisory Panel that the framework should be refreshed for a one year period, recognising the unique circumstances that Lancashire and the UK in general has entered. The Framework also incorporates the Government's requirement for each Local Skills Advisory Panel to publish a Local Skills Report in 2021.

A series of case studies have been provided in Annex A. They build on the summary of achievements, providing evidence of where partnership working, linked to the strategic priorities has resulted in employers and individuals benefiting.

If you wish to engage with the Lancashire Skills and Employment Advisory Panel, please contact LancsSkillsHub@lancashirelep.co.uk

²<https://www.lancashire.gov.uk/media/g17897/rediscovering-lancashire-our-approach-to-recovery-25-june-2020.pdf>

Labour Market Context

Overview

Lancashire is a large and diverse area, with coastline, countryside and urban centres. It is internationally renowned in the military and civil aerospace industry, with the largest single concentration of aerospace production in the country. Lancashire also has a high concentration of automotive supply chain businesses, a growing base of medical technology businesses, as well as a wide ranging food and drink manufacturing base. With strengths in clean technology, including nuclear and wind, the energy industry is also significant. Alongside tourism and hospitality, and agriculture, the area has a diverse range of skills and employment needs.

This section provides an overview of the labour market in Lancashire, with detailed information and figures referenced in the Labour Market Information Supplement² published alongside the Framework, and the broader Evidence Base³.

Lancashire has a proud industrial heritage, with the manufacturing sector contributing to Lancashire's gross value added (GVA) more than any other sector, over £6.3bn (18%) as of 2018. The manufacturing sector also provides 13.1% of all employment in Lancashire, the third highest sector for employment in the area, and 5.1% higher than the percentage of manufacturing jobs in Great Britain (GB). The LEP has identified six sectors which have been defined as Pillars of Growth, due to contribution in terms of GVA and employment to Lancashire (*see page: 12*).

Bringing together the achievements to date, with the evidence base and wider policy context, an analysis of Lancashire's skills and employment landscape has been summarised in figure 1.

As of March 2020, employment was higher than the national average at 76.2%, (UK - 75.9%), however the rate of employment has fluctuated, being below the national average in preceding years. Similarly, Lancashire had a lower percentage of economically active residents than in the rest of Great Britain (GB), with 78.7% of Lancashire residents economically active compared to 79.1% in GB. However, these averages mask disparities in both the unemployment rate and related household disposable income within Lancashire itself, with unemployment rates ranging from 2.1% in Ribble Valley to 6.0% in Blackpool, compared to the Lancashire LEP overall of 3.1% (and GB rate of 3.9%).

Household disposable incomes in the LEP's 14 districts were below the UK average along with significant geographic variation, with over £6,000 disparity annually between Chorley (£18,496) with the highest average household disposable income, and Blackburn with Darwen (£12,450) with the lowest. These figures show the disparity between different areas of Lancashire, and the need to 'level up' the economic prosperity across the LEP area.

GVA per Head within the Lancashire population has grown year on year, however Lancashire has lower than average productivity when compared to UK averages.

Figure 1

Strengths	Weaknesses
<div><div>+ 'Good and Outstanding' network of Lancashire Colleges with strengths in technical education</div><div>+ World class universities, science excellence, new facilities, inc. Health Innovation Centre and Drone Technology Centre</div><div>+ Award winning Careers Hub & Digital Skills Partnership</div><div>+ Lancashire Skills and Employment Strategic Framework & Technical Education Vision: Strong partnership approach</div></div>	<div><div>+ Lag in productivity, lower than average wages</div><div>+ Lower attainment levels at Level 4+</div><div>+ Ageing workforce and reducing working age population</div><div>+ Impact of COVID-19 on the 'levelling up' agenda – volatile employment rates and inability of Lancashire to cope well with economic shocks</div><div>+ Health of the workforce</div></div>
Opportunities	Threats
<div><div>+ Drive up digital skills building on 'test and learn' approaches, National Skills Fund allocation and relationships with corporates</div><div>+ Lancashire Skills Escalator – embed in practice and approach to the UK Shared Prosperity Fund</div><div>+ Widening the funnel of experiences and encounters for young people through virtual means in COVID-19 environment</div><div>+ Rebuild the legacy of Apprenticeships to 'grow our own' - utilising Government policies regards incentives apprenticeships and levy transfer</div><div>+ Four Enterprise Zones, City Deal and Eden Project North attracting employers and people into Lancashire</div></div>	<div><div>+ Fragmented approach to policy making across Government Departments</div><div>+ Unclear policy regarding UK Shared Prosperity Fund – lack of influence on priorities and shape of a fund which will replace £80m+ of ESF</div><div>+ Piecemeal approach to funding of programmes due to COVID-19</div><div>+ COVID-19 impact on the 'levelling up' of disadvantaged areas</div><div>+ Further impact on health of workforce due to COVID-19</div></div>

²<https://www.lancshireskillshub.co.uk/our-people/evidence-base/>
³<https://www.lancshireskillshub.co.uk/our-people/evidence-base/>

Lancashire has an ageing workforce and a smaller working age population, with a lower proportion of the population aged 16-64, than nationally. As of 2019, 60.9% of the Lancashire population were aged 16-64, compared to 62.5% in the UK.

In terms of attainment, average Attainment 8 scores of Key Stage 4 pupils in Lancashire are above the England average however this does mask significant variation across the LEP area, with Blackpool and Burnley achieving an average Attainment 8 score of around 40 in 2017/18, compared to the average in England of 44.5, and 45.8 in Lancashire and Chorley, with Preston and Ribble Valley at 49.5 or above.

Overall Lancashire LEP has a higher rate of 16 and 17 year olds who are not in education, employment or training (NEET), than the national picture. A Gap Analysis⁴ has been undertaken showing the availability of appropriate provision in Lancashire for these young people, which has been used to inform the targeting of European Social Funds (ESF). Without ESF funding, NEET provision will be inadequate and it is a priority to shape the future UK Shared Prosperity Fund (UKSPF) to address gaps in provision before they negatively impact the numbers of young people who are NEET.

Lancashire lags behind the UK in terms of the percentage of working age residents qualified to Level 4 or above, and is 5% below the UK level. This is in contrast to the demand for Level 4+ qualifications projected between 2018 to 2028. Projections of demand for qualifications to 2028 show an increased demand in Lancashire for Level 3 (5%) and Level 4+ (4%) qualifications, which aligns with the UK. Again in line with the UK, Lancashire is predicted to experience declines in demand for Level 1 (-4%) and Level 2 (-4%).

Apprenticeships provide an opportunity to upskill the workforce in Lancashire. In 2017/18, immediately following the Apprenticeship reforms, the number of individuals starting Apprenticeship training fell significantly. In Lancashire they fell by 32.7% from the previous year (2016/17), which was in-line with reductions country wide. In 2018/19 the number of Apprenticeships in Lancashire had started to recover, and were at 73.2% of their pre-reform level.

Lancashire local authority data on 'sickness absence when at work' is higher than the UK average for the percentage in terms of hours of work lost annually due to sickness. This highlights the need to continue to develop workplace initiatives that enable a healthy workforce, including retaining ageing workers, given Lancashire's percentage of working age residents is 1.6% below the UK average.

The demand for digital skills is projected to increase, both within the digital sector and across all sectors, to support technology adoption and productivity. One in six digital workers are female and 40% are aged 50-64 in Lancashire – therefore there is a need to increase diversity and attract younger people. There is the opportunity to drive up productivity through new talent with a different skills set, for example, training people who are digitally confident and able to work intuitively with new technologies, see Lancashire's Digital Landscape Report 2019⁵.

Levelling up and enabling people to continue learning over their lifetime is central in tackling Lancashire's workforce challenges, meeting the needs of employers and closing the gap on productivity.

Impact of COVID-19

The economic disruption caused by COVID-19 varies by sector. Some of the worst affected sectors including Accommodation and Food Services, Construction, Manufacturing, and Wholesale and Retail which have seen both the highest rates of furlough across the Northwest and the greatest redundancies, are notable contributors to Lancashire's economic output, and were previously forecast to have significant requirements for replacement demand in the next 8 years.

COVID-19 has exacerbated existing issues of deprivation and unemployment. The claimant count as a percentage of the population aged 16-64 was at 3.7% in March 2020, peaking at 7% in May 2020. This masks significant variation across Lancashire's authorities, with Blackpool and the East Lancashire authorities (minus Rossendale) all above the 7% Lancashire average. This pattern of variation across authorities can also be seen in the furlough figures.

Young people's education and employment prospects are a particular priority. Since the start of the pandemic, both in Lancashire and nationally, the claimant count for young people has been considerably higher than

the overall claimant count. As of July 2020 Lancashire's 18-24 year old claimant count (as a proportion of the overall 18-24 year old population) was 10.1%, compared to the national figure of 9.3%.

Both Blackpool and East Lancashire have seen the highest claimant counts and furlough rates in Lancashire. Each have economic dependencies on sectors which have been severely impacted as a result of the pandemic. Blackpool has a reliance on tourism to provide employment opportunities for residents, Accommodation and Food Services accounted for 12.3% of all employment in the town (England average 7.5%) with Arts, Entertainment and Recreation providing 6.9% of employment (England average 4.5%). In East Lancashire, the manufacturing cluster has strong links to the civil aviation industry.

It will be critical to continue to boost the skills and employability of unemployed and economically inactive residents, supporting their journey into work, particularly in disadvantaged areas. It will also be fundamental to maintain a strong partnership approach to drive sector specific initiatives targeted in areas with demand, and that the demand is determined by current and robust labour market information.

The pandemic has accelerated digital working and learning practices. There is evidence of an increasing digital divide, and digital exclusion at all ages – in relation to access to devices, data and also to digital skills. For employers the need to reskill and diversify their workforce to enable technology adoption is key.

The Lancashire Skills and Employment Strategic Framework recognises that skills is a cross cutting theme and an enabler. The Framework seeks to utilise our robust evidence base to address the weaknesses, mitigate the threats, build on Lancashire's strengths, and take the opportunities to recover and grow.

The challenge that Lancashire faces to support people and businesses is undoubtedly steep. Lancashire strengths lie in its award winning ability to work collaboratively along with a strong network of excellent education institutions, with their cutting edge facilities and technical education expertise. Lancashire possesses the proven resilience to effectively adapt to significant change and implement new approaches quickly and successfully. These foundations will continue to enable current and future opportunities to be seized upon and exploited.

⁴<https://www.lancshireskillshub.co.uk/our-people/evidence-base/>
⁵<https://www.lancshireskillshub.co.uk/wp-content/uploads/2020/06/Lancashire-Digital-Report-FINAL-Exec-Summary-May-2020.pdf>

Wider Policy Context

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

Prior to the pandemic there were a number of notable publications. The government published the UK's Industrial Strategy⁶ in November 2017, which paved the way for the production of Local Industrial Strategies. The aim of the Industrial Strategy is 'to boost productivity by backing businesses to create good jobs and increase the earning power of people throughout the UK with investment in skills, industries and infrastructure'. This included plans to build a world-class technical education system, investment in maths and digital, the establishment of a National Retraining Scheme to retrain people within an environment of automation and digitalisation, and policies to enable the 'levelling up' of disadvantaged areas.

Significant progress has been made in relation to technical education, with the publication of the independent report on technical education and the Post-16 Skills Plan⁷. Apprenticeship reforms and the establishment of the Institute for Apprenticeships and Technical Education (IfATE) has sought to establish an employer led system, with progress made towards a streamlined system and a common framework of 15 routes, alongside the introduction of the Apprenticeship Levy. Progress includes the development of and phased introduction of T Levels from September 2020 (high quality, two year programmes with industrial placements aligned with Apprenticeships). This is complemented by the publication of the Post-18 Review⁸ and Higher Technical Education Reforms⁹ and the intention to drive good quality, employer led Higher Technical Qualifications at Levels 4 & 5. This will align and build on current and future investment in Institutes of Technology.

The Lancashire Technical Education Vision¹⁰ recognises the importance of a high performing technical education system to the Lancashire area, and the role that technical routes have in enabling people to develop technical skills to improve their job prospects and earning potential, whilst also boosting the productivity of businesses. With a strong network of educational providers and a significant industrial base, Apprenticeships have a long legacy in Lancashire, which are now being complemented by the introduction of T Levels in 6 colleges across the area.

The government Careers Strategy¹¹ published in December 2017, set out ambitions for improving the careers system, with a particular focus on the system in secondary schools and colleges. This built upon the establishment of the Careers and Enterprise Company, the co-investment by LEPs and Local Authorities across the country in the development of Enterprise Adviser Networks and the partnership with business, including the success of the North East pilot of the Gatsby Benchmarks. The strategy

announced the intention to invest in Careers Hubs and the establishment and professional recognition of the Careers Leader role in schools and colleges and to position the Gatsby Benchmarks as the 'gold standard' for a good careers programme. Significant progress has been made since the publication of the strategy for young people, whilst careers provision for adults remains patchy with a digital first approach from the National Careers Service and limited, targeted support for individuals.

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

The UK Digital Strategy 'Our Plan for Britain'¹² was published in March 2017, setting out ambitions to create a world-leading digital economy that works for everyone. The strategy outlines the importance of digital skills in increasing prosperity and productivity, and the need to ensure that no-one is left behind. This was complemented by the publication of a Digital Skills and Inclusion Policy¹³. Digital skills are required to enable businesses to harness the productivity benefits of digital innovation, and for people to achieve a broad range of positive outcomes including gaining employment, saving money, expanding career opportunities, reducing isolation and improving health and wellbeing.

The strategy initiated the establishment of the national Digital Skills Partnership (DSP) by DCMS, which brings together public, private and charity sector organisations. The partnership aims to help increase the digital capability of individuals and organisations in England, and is mirrored by a number of local pilot partnerships which aim to tackle local digital skills challenges and build thriving and inclusive local economies.

In 2018, the LEP established the first local DSP in partnership with DCMS. This enabled investment in a Regional Coordinator which has enabled considerable progress to be made in working with partners to tackle local digital skills challenges – including embedding digital within careers provision, boosting digital skills in business,

upskilling Lancashire people to improve employability and address digital skills shortages and hard to fill vacancies. For example, the 'test and learn' Fast Track Digital Workforce Fund, a collaboration between Lancashire, DCMS and Greater Manchester Combined Authority (GMCA) tests innovative approaches to employer and provider collaborations to fast track local people into high value digital roles through intensive 'bootcamp' provision, whilst also seeking to improve diversity in the digital workforce. The approach will influence the development of the National Skills Fund, working in partnership with DfE.

Aligned with the Industrial Strategy and UK Digital Strategy, the industry-led Made Smarter Review¹⁴ explored how UK manufacturing can maximise benefits from increasing the adoption of digital technology through the 4th Industrial Revolution, also referred to as Industry 4.0. A strong government-industry partnership has resulted which is driving an industrial digitalisation programme, the Made Smarter pilot, across the Northwest of England benefiting Lancashire businesses. The local DSP is supporting the pilot in regard to skills for digitalisation.

Welfare reform, primarily through the introduction of Universal Credit¹⁵ aims to improve progression into jobs and progression to higher levels of pay among those already in work. Traditionally, funding from the Department for Work and Pensions has focused on training solutions to reduce the out-of-work claimant count, but with the advent of Universal Credit there is a greater emphasis on focusing on training for people in employment that will help increase their income.

In the government's 'Plan for Jobs'¹⁶ there are a number of schemes aimed at incentivising employers to keep on employing – for example, through the furlough scheme and job retention bonus, by incentivising Apprenticeships and the introduction of the Kickstarter programme. It will be important to ensure that the schemes are maximised locally, working with the Department for Work and Pensions (DWP), Jobcentre Plus and local partners to integrate the schemes with existing provision, and to also communicate the offers clearly to employers and individuals.

The www.skillsforwork.info microsite has been launched with over 50 partners to communicate current offers, to bring support to those that are furloughed, to boost skills for business recovery and employability, support those facing redundancy and those seeking work, and younger people aged 16-24 with tailored provision. The site will be developed to incorporate new offers as they become available.



Students at Training 2000 - Advanced Manufacturing and Automation Centre

⁶<https://www.gov.uk/government/publications/industrial-strategy-building-a-britain-fit-for-the-future>

⁷<https://www.gov.uk/government/publications/post-16-skills-plan-and-independent-report-on-technical-education>

⁸https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/805127/Review_of_post_18_education_and_funding.pdf

⁹<https://www.gov.uk/government/publications/higher-technical-education-reforms/higher-technical-education-reforms>

¹⁰<https://www.lancashireskillshub.co.uk/strategies/technical-education-vision/>

¹¹https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/664319/Careers_strategy.pdf

¹²<https://www.gov.uk/government/publications/uk-digital-strategy>

¹³<https://www.gov.uk/government/publications/digital-inclusion-and-skills-policy/digital-skills-and-inclusion-policy>

¹⁴<https://www.gov.uk/government/publications/made-smarter-review>

¹⁵https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/48897/universal-credit-full-document.pdf

¹⁶<https://www.gov.uk/government/publications/a-plan-for-jobs-documents/a-plan-for-jobs-2020>

Asks of government and partners

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

- + Continued investment by DfE in the Skills Advisory Panels across the Country to enable effective intelligence gathering and analysis and an evidence based approach, beyond March 2021.
- + Continued investment by DfE in the Enterprise Adviser Network and Careers Hub beyond August 2021 – ideally a 3 year settlement to enable planning and sustainability. Flexibility in the Gatsby Benchmarks to enable recognition of virtual encounters and experiences during the COVID-19 restrictions but also in the longer term to capture creativity and innovation and a move towards a blended approach which will increase exposure to different sectors and job roles.
- + Continued investment in the Blackpool Opportunity Area with cascade to other disadvantaged areas in Lancashire with lower levels of social mobility, further compounded by COVID-19.
- + Continued investment by DCMS in Digital Skills Partnerships beyond 2021. Roll out of the Fast Track Digital Workforce Fund and Digital Bootcamps by DfE under the National Skills Fund in April 2021, with expansion to other high value roles that are skills shortage areas – incorporating the learning from the Lancashire and GMCA test and learn pilots.
- + Funds for a Lancashire Institute of Technology, enabling the co-design and development of existing and new Higher Technical Qualifications that meet the needs of employers now and in the future, and progression routes from T Levels.
- + Further allocation of Skills Capital which is ring-fenced to invest in buildings, kit and technology to ensure that FE and HE has fit for purpose estate to drive up the quality of education and skills provision.

- + Ability to influence the shape of UKSPF, as a replacement to European Social Funds, ensuring that the funds meets the priorities of Lancashire's labour market. Devolved prioritisation and fund management at a local level.
- + Devolved Adult Education Budget funds to LEP areas, regardless of Mayoral Combined Authority status, to ensure that funds are aligned with priorities in the local labour market and address needs.
- + Maximised impact of the 'Plan for Jobs' on employment prospects of Lancashire residents, including Youth Unemployment. Restart, furlough schemes (including support highly impacted sectors, such as Tourism and Hospitality), working in partnership with local partners, DWP and DfE.
- + Devolved use of unspent levy to local areas, to the benefit of younger people adversely affected by COVID-19.

Alongside Lancashire's asks of government, are also asks of local partners, many of whom have contributed to the development of the framework and are referenced in the delivery plan. Partners include: schools, colleges, independent training providers, universities, third sector, and local authorities. Asks include:

- + Utilising Labour Market Intelligence, including the Lancashire Skills and Employment Hub evidence base to inform decision making, including development of curriculum offers, targeting of provision and supporting key sectors
- + Taking a collaborative approach to supporting Lancashire's businesses and people, engaging with partners via existing forums and networks
- + Adopting collaborative approaches which add value to the education and skills landscape and which minimise duplication
- + Supporting, promoting and engaging with key initiatives including the Careers Hub, Technical Education Vision, Lancashire Skills Pledge and Social Value to drive jointly identified skills and employment priorities.



Lancashire Adult Learning students

Key Themes

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

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



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



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



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

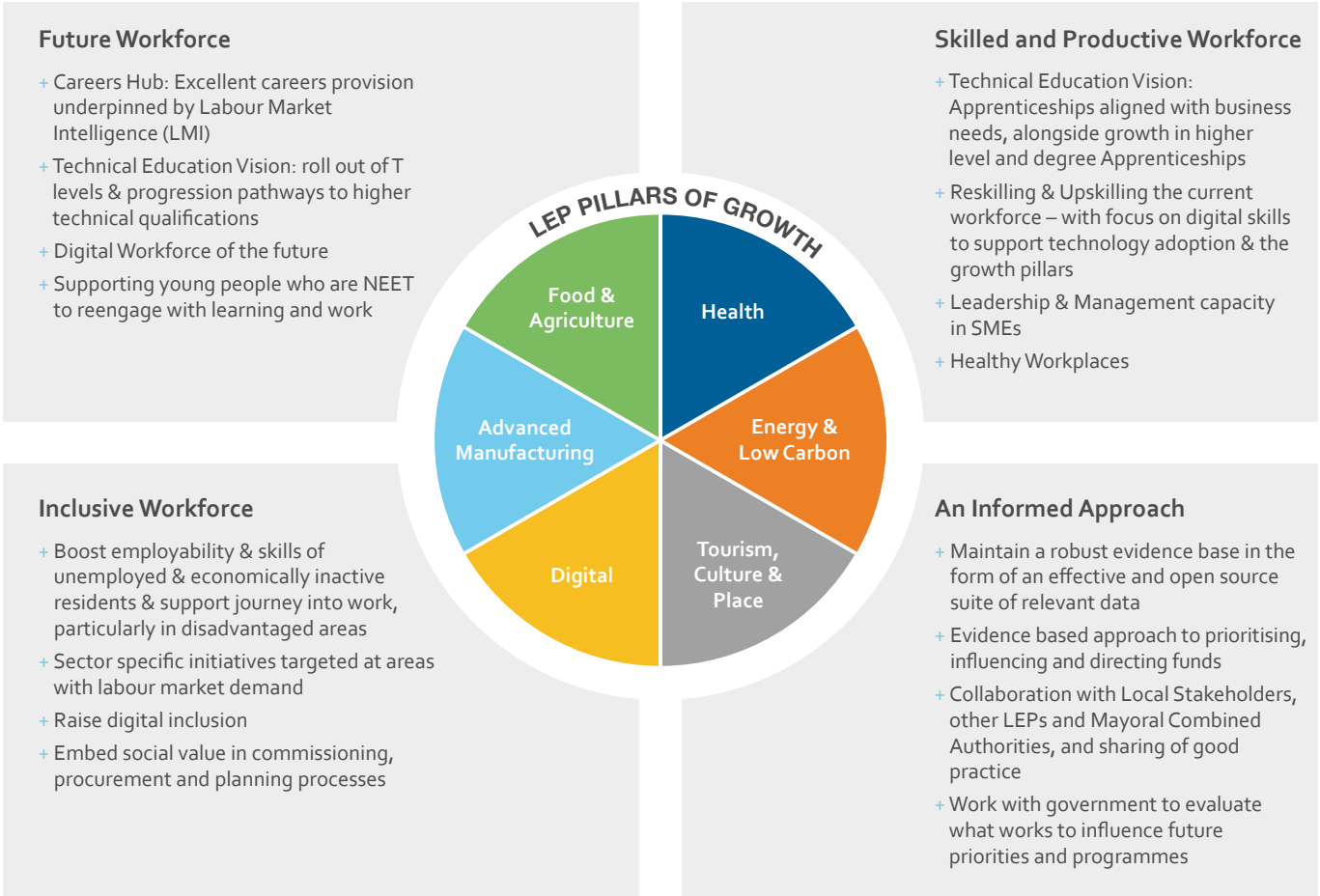


Informed Approach: taking an evidence based approach to identifying the skills and employment issues facing Lancashire's businesses and industries, prioritising and influencing locally and nationally, and working with partners to identify best practice.

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

Lancashire Skills and Employment Strategic Framework 2021

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



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

Action Plan

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

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

The Lancashire Skills Pledge

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



Lancashire LMI Toolkit

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

Escalate

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



Social Value Toolkit

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

Skills for Work

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



Opportunities Map

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



Theme: Future Workforce

Rationale

- + Lower than average attainment levels and increased young people who are NEET in disadvantaged areas drive the need to boost aspirations of young people and attainment to 'level up' the social mobility of young people. Lancashire also has lower levels of Level 4+ attainment and lower than average weekly wages. Good quality careers provision is a proactive means for boosting motivation, ambition and aspiration, and has been proven to positively impact on young people who are NEET.
- + Ageing workforce & reducing working age population – paired with replacement demand in key sectors such as manufacturing, energy and health, drives a need to attract and retain skills in Lancashire businesses. Careers provision delivered in partnership with employers raises the profile of local businesses and careers paths, alongside Technical Education routes delivered in collaboration, enabling employers to 'grow their own' talent base and boost retention levels.

- + Digital is a priority sector for the LEP, with employment in the information and communication sector likely to grow nearly three times faster than the economy as a whole in the next 10 years to 2028, with GVA per worker significantly above the average. Digital roles across sectors are also in demand and will contribute to improving productivity as businesses adopt new technologies. With fewer than one in six digital workers being female and 40% aged 50-64, there is a need to draw young people into digital roles and widen the diversity of the workforce.

Priority 1: Careers Hub: Excellent careers provision underpinned by Labour Market Intelligence (LMI)

Objective	Action	Ownership	Output
Raise the breadth and quality of careers provision across schools and post-16 education, working in partnership with business	Implementation of the Enterprise Adviser Network and the roll out of the Careers Hub from 30 to 156 educational institutions across Lancashire	Skills Hub, Inspira, Careers Leaders in schools and colleges, employers*	Sustained and improved performance against the Gatsby Benchmarks across the Careers Hub
Provision of quality encounters and experiences with employers (including the self-employed) and FE, HE and Apprentices in COVID-19 environment	Roll out and development of the Start Blackpool platform across Lancashire to provide alternative virtual encounters, raising the awareness of the priority sectors and employment and education pathways in Lancashire.	Skills Hub, Inspira, Careers Leaders in schools and colleges, employers, U-Explore	Sustained and improved performance against Benchmarks 5, 6 and 7
Technical Education Vision: Raise the profile of Technical Education to ensure that routes have the same parity of esteem as academic	Embed Technical Education routes into careers provision and develop CPD for careers professionals	Skills Hub, Inspira, Careers Leaders in schools and colleges, employers, Lancashire WBL Executive Forum	Number of Apprentice Ambassadors and T Level Champions and number of activities undertaken by them Number of career professionals accessing training

Priority 2: Technical Education Vision: roll out of T levels & progression pathways to higher technical qualifications

Technical Education Vision: T Levels available to young people which are co-designed and delivered in partnership with employers	Implementation of the Routes Ready project with the Gatsby Foundation, successful T Level recruitment and delivery by 2020 & 2021 providers, foundations in place for phased roll out to broaden pathways and providers	Skills Hub, TLC, colleges, employers	Availability and take up of T Levels across Lancashire
Technical Education Vision: cohesive offer of Higher Technical Qualifications available to Lancashire residents which are co-designed and delivered in partnership with employers	Development of L4 & 5 pathways for Technical Education within a collaborative, cohesive plan for Lancashire, and collaborative bid for an Institute of Technology (IoT) for Lancashire	Skills Hub, TLC, colleges, universities, employers	Coherent offer, availability and take up of Level 4/5 routes in Lancashire

Priority 3: Digital Workforce of the future

Increase understanding of the parents/carers, young people and key influencers about the range of digital careers available, specifically in Lancashire	Integrate the promotion of digital skills and careers into the Start Lancashire platform	Lancashire Digital Skills Partnership, Inspira, Careers Leaders in schools and colleges, employers, U-Explore	Engagement in digital activities and video content on Start
	Delivery of digital careers activities: Teen Tech Lancashire programme, E-Sports programme, STEM Ambassador activity and embedding of employer encounters in GCSE Computer Science delivery	Lancashire Digital Skills Partnership, Inspira, Careers Leaders in schools and colleges, STEMFirst, employers	Engagement in digital activities in schools and colleges
	CPD of teachers involved in KS3 and KS4 Computer Science delivery, in partnership with employers	NCEE/STEM Learning, Lancashire Digital Skills Partnership, employers	Popularity of GCSE Computer Science and subsequent digital qualifications

Priority 4: Supporting Young People who are NEET** to reengage with learning and work

Adequate and appropriate provision available to support young people who are at risk of or NEET to reengage with learning and work	Strategic oversight of ESF and mainstream provision targeted at Young People who are NEET	Skills Hub, Local Authorities, Youth Steering Group, Blackpool Opportunity Area, TLC, Lancashire WBL Forum, providers	Accessibility to NEET provision – addressing NEET Gap Analysis
	Ensuring routes enabled through the 'Plan for Jobs' are maximised in Lancashire and communicated effectively (e.g. Traineeships)	Skills Hub, Local Authorities, Blackpool Opportunity Area, TLC, Lancashire WBL Forum, providers	New offers integrated and understood by referral agencies

* employers includes public, private and third sector **NEET – 16 and 17 year olds



Theme: Inclusive Workforce

Rationale

- + Pre COVID-19 Lancashire had higher than average employment rates, however the trend has been volatile with significant variations in the employment rates across districts. Inactivity in the working age population is higher than the national average, again with significant variations between districts.
- + The working age population is less well qualified at Level 4 and above, and there are higher rates of employment in low skilled jobs, with lower than average weekly wages.
- + Digital inclusion is also an issue. The Lloyds Consumer Index 2019 indicates that 10% of people in the Northwest are offline and that this figure has only changed by 1% in the last 4 years, moreover 16% of benefit claimants in the Northwest are digitally disengaged.

- + The impacts of COVID-19 have been significant on the economy and people in the Lancashire Enterprise Partnership (LEP) area. It is an evolving picture and the full impact will not be fully understood for some months. However as of June 2020, the claimant count in the Lancashire LEP is 6.9%, this is 0.6% above the UK overall rate of 6.3%, which correlates with recent volatility in response to economic shocks.
- + A depressed labour market creating fewer opportunities will lead to increased competition for limited vacancies, making it even more difficult for those furthest from the labour market to compete to get into work.
- + There is a need to improve labour market mobility and the engagement of all Lancashire residents in productive work, particularly in disadvantaged communities which have higher than average unemployment and economically inactive residents and for those adversely impacted by COVID-19. This includes enhancing the digital skills of the unemployed and economically inactive residents to improve social mobility and employability.

Priority 1: Boost employability & skills of unemployed & economically inactive residents, & support journey into work, particularly in disadvantaged areas

Objective	Action	Ownership	Output
Improve the employability and skills of unemployed and economically inactive residents and support their progression into learning, volunteering, self-employment and work, particularly in disadvantaged areas and for those groups and areas where COVID-19 has had a greater adverse impact	Embedding of priority areas and groups in ESF funded and mainstream provision aimed at re-engaging people with work, with a focus on those groups adversely impacted by COVID-19	ESIF Committee, Skills Hub, DWP, ESFA, Big Lottery, providers	Lancashire residents engaged on ESF funded projects + Participants engaged from priority areas and groups + Participants entering a positive outcome
	Work with partners through the Adult Skills Forum to ensure that: + provision is up-to-date on Escalate (effective referrals) and www.skillforwork.info so that Lancashire residents are able to access up-to-date and relevant offers + offers are effectively communicated to partners, referral agencies and Lancashire residents + referrals are made between projects to support people to advance up the Lancashire Skills Escalator and into sustained employment	Skills Hub, DWP, Local Authorities, providers	Number of Escalate users and case studies Number of visits to www.skillforwork.info and click through rate to partner websites
	Ensure provision enabled through the 'Plan for Jobs' is integrated and maximised in Lancashire, including the development of future 'Youth Hubs' and Restart	Skills Hub, DWP, Local Authorities, providers	Lancashire residents engaged in 'Plan for Jobs' provision (assuming availability of data from government)
	Influence shape of future provision through the development of a new domestic programme (UKSPF)	Skills Hub, DWP, Local Authorities, providers	Evidence of influence on future provision

Priority 2: Sector specific initiatives targeted at areas with labour market demand

Work collaboratively with employers, to enable unemployed and low skilled Lancashire residents to move into jobs in areas of demand in the local labour market, taking into account the impact of COVID-19 on the growth pillars and wider sectors	Embedding of areas of labour market demand into ESF provision, to enable people to move into positive outcomes	Skills Hub, DWP, business intermediaries, providers, employers	Evidence of employers engaged in provision and collaborative approaches with providers Lancashire residents engaged in provision
	Work with DWP on the emerging sector-based work academy programme (SWAP) to maximise impact for Lancashire businesses and residents	Skills Hub, DWP, business intermediaries, providers, employers	Lancashire residents moving into employment
Increase the availability of people trained with specialist digital skills in the Lancashire area, prioritising those aligned with the growth pillars	Work with DCMS and GMCA to deliver the Fast Track Digital Workforce Fund 'test and learn' programme, and work with employers and providers to develop future sustainable models of delivery to ensure more intensive training programmes are available in Lancashire Expand the programme, working with the DfE, to test bootcamp approaches and influence the future shape of the National Retraining Scheme and National Skills Fund	Lancashire Digital Skills Partnership, GMCA, DCMS, DfE, providers, employers	Lancashire residents completing bootcamp provision Lancashire residents moving into digital vacancies Evidence of sustainable models and plans for future provision in place



Theme: Inclusive Workforce continued...

Priority 3: Raise digital inclusion

Objective	Action	Ownership	Output
Support households without access to digital devices and internet	Work with partners, DCMS and potential funders to provide devices, data and wrap around support for households of vulnerable adults	Lancashire Digital Skills Partnership, DCMS, Good Things Foundation, SELNET, Local Authorities, libraries, providers	Number of devices and packages of data distributed
Increase the level of digital inclusion across Lancashire	Support partners to introduce and promote the Essential Digital Skills entitlement for 19+	Lancashire Digital Skills Partnership, Adult Skills Forum, providers	Lancashire residents benefiting from the Digital skills entitlement
	Work with corporate partners to develop programmes that complement existing ESF and mainstream funded provision	Lancashire Digital Skills Partnership, Adult Skills Forum, corporate partners, providers	Lancashire residents engaged in provision sponsored or provided by corporates

Priority 4: Embed social value in commissioning, procurement and planning processes

Generate social value outcomes and outputs from publically procured capital and revenue projects and activities	Embed social value in the commissioning, procurement and planning processes of the LEP, Local Authorities, and other Public Sector organisations, ensuring that robust monitoring and reporting arrangements are in place to manage performance across LEP projects and programmes	LEP, Local Authorities, Anchor Institutions	Social value is evaluated as part of tender, procurement, commissioning process and a process of performance monitoring in place
	Support partners to identify opportunities to deliver social value throughout the project lifecycle which are articulated in project specific Employment and Skills Plans	LEP, Local Authorities, developers, end use tenants	No of projects which have a Social Value Charter or Employment & Skills Plan

Active Lancashire – Onward Bikes Project



Launch of the pilot Lancashire Careers Hub with Shuttleworth College, the Burnley Bondholders and Apprentices at Safran Narcelles, September 2018





Theme: Skilled and Productive Workforce

Rationale			
<div>+ Lancashire has lower than average productivity. In addition, Lancashire has an ageing workforce and a reducing working age population. Replacement demand in Lancashire's key sectors, for example, manufacturing, energy and health, demonstrates the need to attract and retain skills to enable businesses to function effectively. There is also opportunity to drive up productivity through new talent with a different skills set, for example, people who are digitally confident and enable to work intuitively with new technologies.</div>			<div>+ The Skills and Employment Hub developed an Apprenticeship action plan focused on increasing the number of Apprentice opportunities prior to the COVID-19 crisis: however the impact of the COVID-19 crisis has seen a drop in Apprenticeship starts in Lancashire and an impact on existing Apprentices in terms of furlough and redundancies.</div>
<div>+ Lancashire lags the Northwest and national average (England minus London) in terms of attainment levels at Levels 4 and above. This impacts on productivity and the lower than average weekly wage. Skills and employment forecasts indicate that there will be a greater demand for employees with Level 4+ skills, particularly technical and professional skills.</div>			<div>+ Mental health issues (typically stress, anxiety and depression), is estimated to cost/loss Lancashire's productivity by £190m per annum. By ensuring a healthy workforce we aim to reduce this cost and improve productivity.</div>



Theme: Skilled and Productive Workforce continued...

Priority 3: Leadership & Management capacity in SMEs

Objective	Action	Ownership	Output
Increase leadership and management and workforce planning capacity in SME's	Successful delivery of Lancashire ESIF commissions that are focused on leadership and management, and continue to build on the strength of university programmes. Influence future schemes such as the National Skills Fund and UKSPF	Skills Hub, Employer Skills Forum, Boost, universities, providers, employers	Supervisors, managers and leaders engaged with leadership programmes
Ensure supervisors and managers have the skills needed to support business recovery relating to COVID-19	Existing programmes to embed impact of COVID-19, including supporting return of furloughed workers and skills needed to support business survival, stabilisation, and recovery	Skills Hub, Employer Skills Forum, Boost, universities, providers, employers	Supervisors, managers and leaders engaged with commissioned programmes

Priority 4: Healthy Workplaces

Develop workplace initiatives that enable a healthy workforce, in response to concerns, including mental health, pre and post COVID-19	Launch of Lancashire ESIF projects focused on facilitating a healthy workforce Influence shape of future funding schemes, such as UKSPF	Skills Hub, Health Partners, Active Lancashire, providers, employers	Businesses engaged with programmes
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Amina Zaheer, Pharmacy Service Apprentice at NHS, Burnley College

Images on this page (clockwise from top left): Construction Skills Apprentice at Lancaster & Morecambe College, Students outside the Info Lab at Lancaster University, Lancashire Adult Learning students, Lewis Brereton, Software Engineering Degree Apprentice Graduate at BAE, UCLan





Theme: An Informed Approach

Rationale			
+ Understand Lancashire's current and future skills needs and labour market challenges			
Objective	Action	Ownership	Output
Maintain a robust evidence base in the form of an effective and open source suite of relevant data	In consultation with partners/stakeholders improve, maintain and further develop the open source LMI toolkit, to influence stakeholder decision making. Utilise effectively intelligence from the Sector Groups to provide more granular insight into the skills needs of the Growth Pillars	Skills Hub, providers, stakeholders	Feedback from stakeholders that they trust the usefulness and reliability of the evidence base, utilise the LMI toolkit and use it to influence their decision making
	Commission/purchase data to enable an informed approach	Skills Hub, providers, stakeholders	The evidence base meets SAP guidance requirements from DfE
Evidence based approach to prioritising, influencing and directing funds	Provide evidence to justify priorities within specifications for funding from current funding streams such as ESIF, influence future programmes such as UKSPF and mainstream provision, and asks of government relating to LIS development, Comprehensive Spending Review and devolution	Skills Hub	Evidence of up to date data and analysis to support assumptions and priorities
	Provide our partners with robust and regularly updated evidence to enable them to prioritise, influence, and direct funds	Skills Hub, providers, stakeholders	Evidence of influence on partner decision making, for example, curriculum planning
Collaboration with Local Stakeholders, other LEPs and Mayoral Combined Authorities, and sharing of good practice	Further develop a network of contemporaries in Northwest LEPs and Local Authorities, partners in the Northern Powerhouse, and amongst other local stakeholders, to share good practice, and build collaborative approaches when beneficial	Skills Hub, LEPs, Local Authorities, stakeholders	Network of Northwest LEPs and Local Authorities, engagement with the Northern Powerhouse Data is jointly commissioned where appropriate
	Continue to be a proactive member of the national LEP network, and maintain relationship with analytical functions of MCAs and other stakeholders	Skills Hub, LEP Network	Engagement with consultations, network meetings, engagement with pilots, feedback on test data and projects
Work with government to evaluate what works to influence future priorities and programmes	Continue to meet the national SAP requirements, including the publication of the first Local Skills Report	Skills Hub	DfE reviews of Skills and Employment Advisory Panel are deemed compliant and effective
	Work closely with national SAP team proactively offering support and feedback on effectiveness of programme	Skills Hub	Engage with consultations
	Evaluation of local initiatives and feeding back up to government to influence future priorities and programmes	Skills Hub, Adult and Employer Skills Forums, Lancashire Digital Skills Partnership, Inspira, providers, stakeholders	Evaluations undertaken and evidence of influence

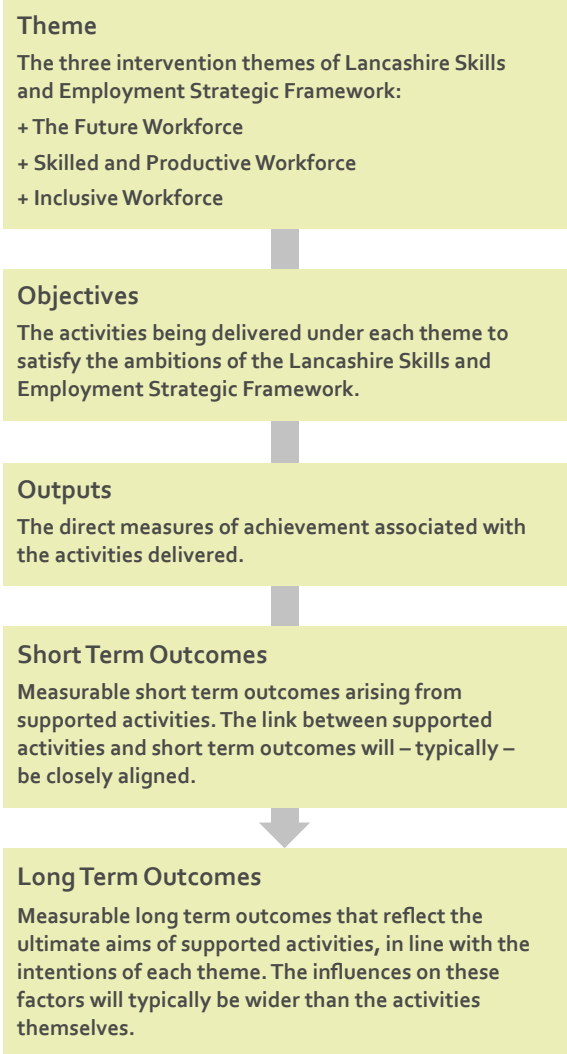
Monitoring and Evaluation

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

Primary requirements for the monitoring and evaluation approach are to:

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

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



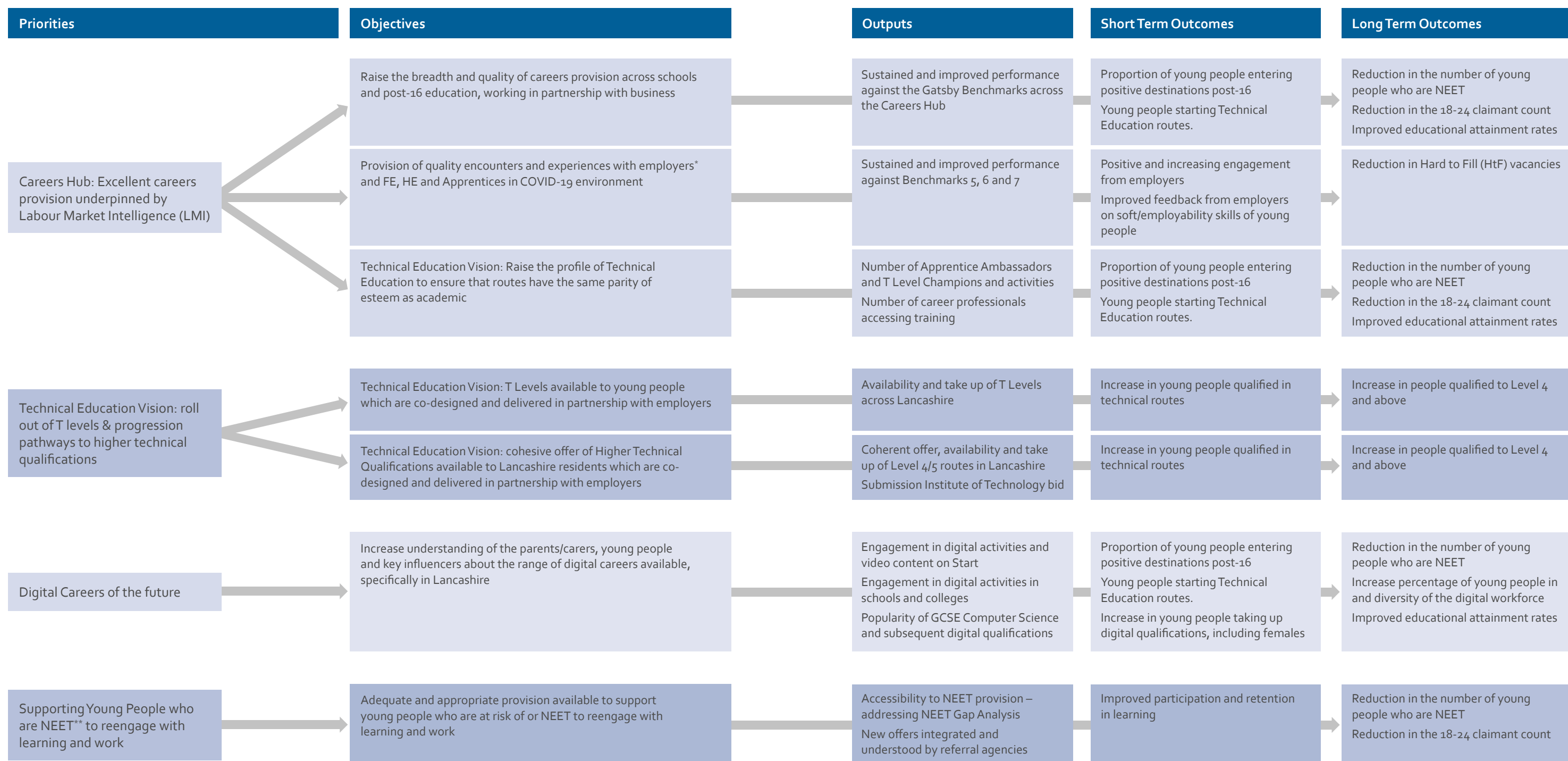
Logic chains are provided for the 3 themes Future Workforce, Inclusive Workforce and Skilled and Productive Workforce which lead to longer term outcomes. The Informed Approach theme underpins, enabling an evidence based approach to identifying the skills and employment issues facing Lancashire's businesses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

Rosemary Walker, Furniture Production and Upholstery Apprentices at Cavendish, Burnley College





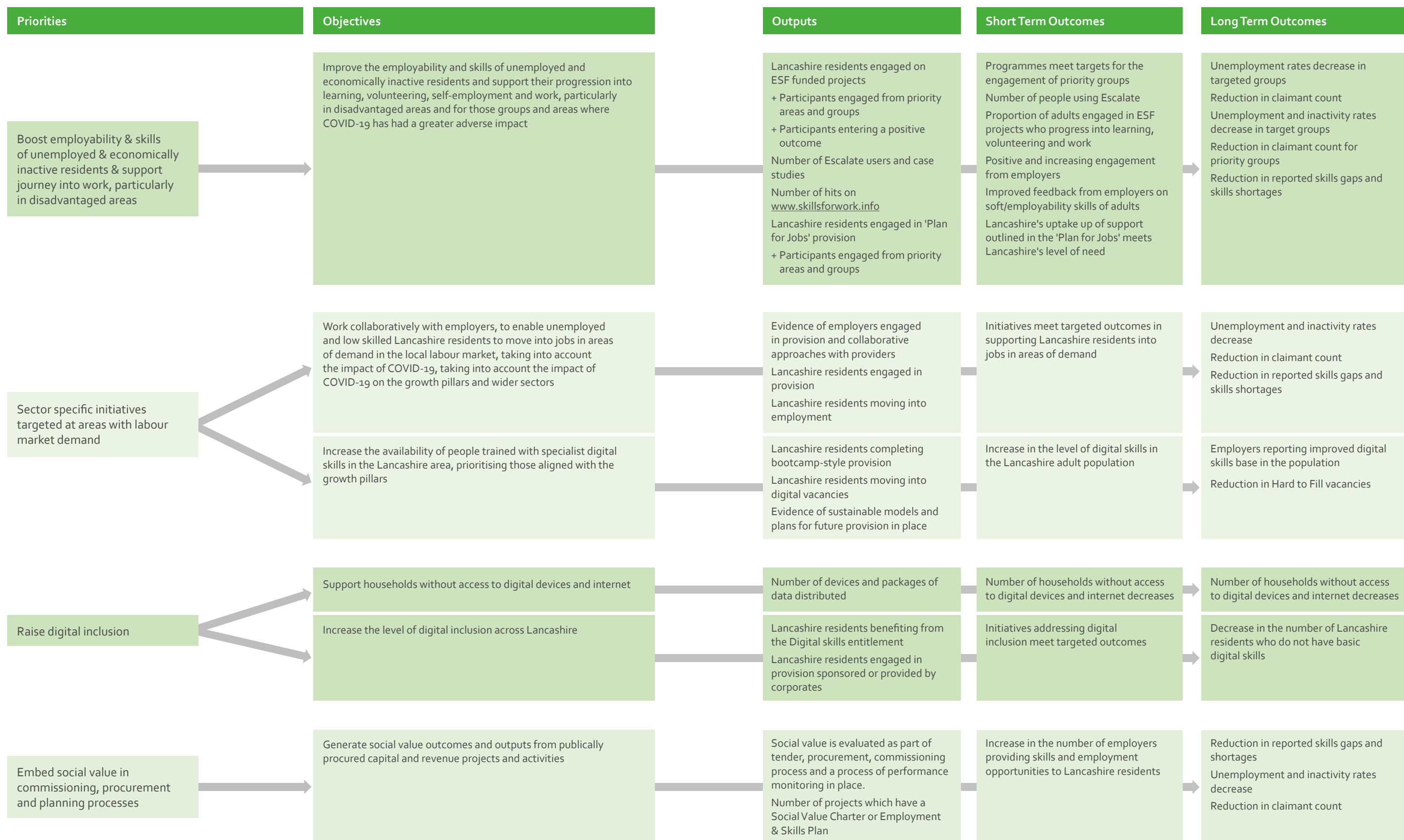
Theme: Future Workforce



*employers includes public, private and third sector **NEET – 16 and 17 year olds



Theme: Inclusive Workforce





Theme: Skilled and Productive Workforce



Developing Content for T Level Teaching

Alignment with the Lancashire Skills and Employment Strategic Framework

Future Workforce

- + Technical Education Vision: roll out of T levels & progression pathways to higher technical qualifications
- + Digital Workforce of the future

Through this Taking Teaching Further project supported by the Education and Training Foundation, The Lancashire Colleges engaged with six local digital sector businesses to provide 13 industry days/specialist masterclasses to college students and their tutors. Nearly 250 young people and their tutors learned about the latest advances in the sector and gained a greater understanding of the skills that employers are looking for. The Lancashire Colleges is a membership organisation working to support the 12 colleges in Lancashire, 6 of whom were involved in this project. The employers we worked with were Roq, PixelMill, Novi Digital, Pulse Media, Prism Gallery and CompTIA, a number of whom were introduced to the project via the Lancashire Digital Skills Partnership.

Students who attended were on a variety of courses from Computer Science to Creative and Digital Media. They learned new skills and techniques that are relevant to the digital sector from the industrial applications of VR and AR, software testing and analytics through to how to design digital cultural experiences. The project also gave them an increased awareness of the different career opportunities in the sector and the skills needed by local employers.

As an added benefit the project has helped colleges to build lasting relationships with local employers and shown the industry specialists the value that can be gained through engaging more with colleges. This will lead to further opportunities for colleges to engage employers in curriculum development, teaching, and provision of work placements, in the future.

Some summary statistics from feedback collected from students, tutors and employers are:

- + 85% of learners who attended a Masterclass said that as a result they had learnt more about the different skills needed for a job in the digital sector;
- + 100% of college staff involved in planning and delivering Masterclasses with an employer said that they would recommend the class to another college;
- + all of the employers said they would like to do more work with colleges helping them to understand the digital sector.

Future Success by Design

Alignment with the Lancashire Skills and Employment Strategic Framework

Future Workforce

- + Supporting young people who are NEET to reengage with learning and work

Inclusive Workforce

- + Boost employability & skills of unemployed & economically inactive residents & support journey into work, particularly in disadvantaged areas

Mad about machines – that’s 22 year old Isla Choyce, a self-confessed geeky person, who is celebrating the launch of her own graphic design and garment print venture. She hopes her new business will inspire the dreams of other young people with a learning disability.

Isla from Colne in Lancashire had been out of work for four months after she lost her job with a printing company due to the pandemic and lockdown restrictions. Assessed as being autistic when she was at school, Isla was concerned about finding future employment that would fully utilise her design and artistic skills.

She was referred by Sarah Oldham, at Nelson Jobcentre Plus, to Ingeus’ Work and Health Programme, known locally as Work and Health North West, which helps those who have been unemployed for a long time, as well as people with disabilities and health conditions, into work.

Ingeus response key worker Sonya Colley, with Work and Health North West, encouraged Isla to think about starting her own business after reviewing her work experience and listening to Isla’s hopes for the future. Sonya produced a development plan with Isla to help her to understand the different stages involved in launching her new venture, now called Work Wear Press.

Isla quickly identified key customer markets, worked out production costs and the required promotional activity. Sonya also arranged for Isla to receive further business development tuition from The Prince’s Trust, a national charity that helps young people and communities.

Work and Health North West, delivered by employment specialist Ingeus, is commissioned by the Department for Work and Pensions and receives support from the European Social Fund.

“I truly feel that we all have our own way and pace of learning and we need to be seen as individuals.

I have always been creative and the guidance and practical help I have received from Ingeus has been fantastic.

I have had to overcome some personal challenges in my life but as I have grown up, I’m much better at communicating with people. I no longer feel overwhelmed by contributory factors such as a person’s facial expressions or bold colours in the surroundings.

I happily admit to being a geeky person with a passion for machines. I love to go into factories and find out how they work. Now I am developing my own business, I have received a number of orders and I want to show other young people what can be achieved.”

Isla Choyce



Digital Skills Training for Women Entrepreneurs and Business Owners

Alignment with the Lancashire Skills and Employment Strategic Framework

Skilled and Productive Workforce

+ Reskilling & Upskilling the current workforce – with focus on digital skills to support technology adoption & the growth pillars

Clockwork City – Digital Skills training for Women entrepreneurs and business owners.

This digital skills training delivered via face to face/over zoom and 1 to 1 sessions for Lancashire businesses, showcased how digital tools and increased business skills can be made to work symbiotically with other business processes rather than as a bolt-on tool or replacement activity.

Clockwork City's approach ensured that these skills and tools formed part of the ongoing SME participant's business operations, and that the reasons for maintaining this approach after training were clear.

This programme has seen SMEs gain a stronger digital foothold to engage with and trade with people online. There is now an increased platform to develop a clear place identity, online presence across social media, and potential for business associations that could maintain and drive progress across a range of issues.

Banks Lyon Shoes - Luxury footwear from Lancaster, discovering what digital skills can offer a 132 year old business.

"We had already dipped a toe into social media but lacked the skill set, confidence and know how to maximise our results.

The first session with Clockwork City arrived and it was great to catch up with some familiar faces and meet lots of new ones. We had work booklets which helped us to record and collate information given and ideas shared. Videos, statistics and facts helped to inform us about the importance and power of social media; power that is literally free of charge and at our finger tips.

The women attending the sessions had a varied skill set which gave us the opportunity to share and discuss our own individual strengths and successes, as well as ideas that didn't work quite so well. We are now all connected digitally and continue to support each other through social media. We now all have a better understanding of how much Lancaster has to offer. We can be great ambassadors for each other's businesses; a personal recommendation can be very powerful.

As the sessions continued we worked through claiming our free Google listings ensuring the images of our businesses were accurate. We went back to the basics of benefits and features of our products and services, giving brief presentations in front of the group. We analysed who our customers are and what social media platforms they are most likely to use. We also looked ahead to which demographics we would like to market ourselves to in the future.

We also discussed and learned about the perceptions of our businesses, customer retention, strap-lines and email marketing."

Banks-Lyon Shoes, Julia Banks-Lyon

The Blackpool Sixth Form College hosts Urban Plan

Alignment with the Lancashire Skills and Employment Strategic Framework

Future Workforce

+ Careers Hub: Excellent careers provision underpinned by Labour Market Intelligence (LMI)

With the support of the Lancashire Careers Hub this activity day gave a great opportunity to experience different roles within various sectors in a 'real-life situation'. Blackpool is undergoing redevelopment and this presented the roles, jobs and pathways that students could have in the future.

Created by the Urban Land Institute, the activity consisted of several teams of students in competing to create and present plans to regenerate a rundown city centre site. They built their plans based on real life complex factors with the support of the facilitators.

Local employers from relevant business backgrounds were invited to be the fictional 'city council'. During the day they introduced themselves and described how the work they do fits in with the redevelopment of the local area. The groups presented their plans to the 'city council' who then decided which team won based on creativity, financial rigor and understanding of the town's needs in order to thrive.

"The opportunity to deliver the Urban Plan workshop was snapped up by The Blackpool Sixth Form College and allowed the integration of local LMI into the days programme. Local industry professionals delivered the workshop, through collaboration with The Responsible Business Network, with students receiving first hand local LMI plus career insight into the built environment on the Fylde Coast. The volunteer industry professionals were delighted to work directly with local young people as their potential future workforce, giving real world context to classroom teaching. Delivering careers provision in this way has a high impact both for students and volunteers involved, paving the way for positive outcomes locally, and great collaboration amongst partners for future delivery projects."

Lisa Scargill – Blackpool OA Enterprise Coordinator (Inspira)



Student quotes from the evaluation form sent out after the day activity:

"I think the skills I learnt will benefit me in a work environment."

"All of the attained skills are key in everything you do - working with others, sharing ideas, organisation etc. not just in lessons but outside of college."

"When dealing with tasks that have a lot of pressure, I will be able to manage my time without panicking."

"Really good workshop, and was much more than what I expected and definitely creates an understanding of an industry which is not spoken about a lot yet has a lot of potential."

"Excellent program which gives a good insight into the industry."

Teacher quote:

"We wanted to take part as it looked really engaging. We should look for more of these opportunities."

Large Scale Vaccination Centre Recruitment

Alignment with the Lancashire Skills and Employment Strategic Framework

Inclusive Workforce

- + Boost employability & skills of unemployed & economically inactive residents & support journey into work, particularly in disadvantaged areas
- + Sector specific initiatives targeted at areas with labour market demand

The Lancashire Skills Hub, working in collaboration with the NHS, Lancashire Adult Learning (LAL), People Plus and referral organisations has supported the NHS in recruiting over 121 clerical and administration staff for the large-scale vaccination centres across Lancashire in January/February 2021. The NHS was challenged to recruit a large number of clerical staff for the vaccination centres; there was an expectation that these were to open within two weeks. Due to the close working relationship with the members of the Lancashire Adult Skills Forum including the DWP, NHS, LAL and People Plus it was possible to develop a pre-employment training course, filter candidates, train and interview those who had successfully completed the training, within the time requested. The week-long intensive programmes were delivered online and upskilled DWP customers from across Lancashire and South Cumbria with virtual interview skills, online applications and role specific qualifications - designed in collaboration with the NHS.

To date over 143 people have been interviewed and 121 have successfully been offered employment.

The intention is to follow up with the recruitment of marshals, vaccinators and other clinical roles.

This would not have been possible without the existing relationships the Skills Hub has established through the Lancashire Adult and Employer Skills Forum so that wider delivery partners and DWP could become involved with referring suitable residents onto the programme.

Due to the success of this activity, East Lancashire Hospitals NHS Trust has requested support to recruit over 100 health care assistants.

"This activity could not have been possible without great collaboration and the partnerships we have in Lancashire. This has been a huge benefit to the community by responding quickly we have been able to open the mass vaccination centres and also support a large number of unemployed people into work.

We are extremely grateful to Lancashire Adult Learning and People Plus who have helped to co-design a programme which has given people a route back into employment on what is the NHS' biggest vaccination programme in history."

Ruth Keeler, Strategic Lead ICS Careers and Engagement

Feedback from recipients:

"I am grateful for this preliminary course in my progression toward securing my job offer with the Mass Vaccination Programme. This course has given me confidence to enter into my new role within the healthcare sector with knowledge and confidence. I am certain that the course boosted my performance during my interview for the role."

Asif Khan

"The course definitely taught me a lot and helped me to learn the specifics that people want to hear in an interview, rather than me rambling a really long-winded answer about what equality and diversity means to me, etc. I can now word it in a more concise way and get my point across effectively.

That definitely made me feel well supported and more confident when having my interview."

Megan Holgate

Productivity through People Programme

Alignment with the Lancashire Skills and Employment Strategic Framework Skilled and Productive Workforce

- + Leadership & Management capacity in SMEs

Productivity through People (PtP) is an industry-led initiative between Lancaster University Management School (LUMS) and industry partners, BAE Systems, Siemens and Rolls Royce. This co-developed programme further developed LUMS' Integrated Learning Model (ILM) and draws upon research from LUMS academics to enhance the leadership, management and innovation skills of North West SME managers. It originated from the Better Workplace Practices report, led by Sir Nigel Whitehead Chief Technology Officer at BAE systems.

PtP is a 10-month programme for leaders of SMEs. 20 delegates take part, sharing insights to support business improvements, focused on peer to peer and experiential learning. There are four key "themes" Empowering Leadership, Strategy and Innovation, Aligning your business (culture and change), Enhancing communication, delivered through: academic led workshops, industrial partner case studies and site visits, business benchmarking, one to one mentoring, peer learning groups, and exchange activity with leaders within the cohort.

Since the start of the programme in 2017 LUMS have worked with a total of 75 delegates (69 businesses) from NW SMEs.

Early evaluation indicates positive impact, with SME managers using programme tools and techniques in their management approach. Delegates reported improvements in people management, communication and listening skills, negotiation skills, and time management. The benchmarking enables delegates to see the distance travelled and all report an increase in scores by the end of the programme. A critical reported benefit was the opportunity to network and connect to a peer-group of like-minded individuals.

"I was able to implement change immediately from what I had learned in the early stages of the programme, changing my leadership approach to a blend of styles and soft skills to engage with the team as individuals.

As a result we were able to cope with increased volume and recover to 98% dispatch on time, which was remarkable."

Dominic Aldridge, Milexa

"Having a dedicated mentor from such a leading organisation as Rolls-Royce and access to such expertise was inspiring. A key lesson I took from my mentor early on was that rather than trying to do everything, one change, in a sustainable and measured way, can have a great impact. This insight gave me great confidence and the foundation for years of change, not just the immediate future.

Every session at PtP I walked away with something I could apply to the business. The programme has given me so much confidence in my own abilities."

Sarah Poynter, Arden Dies



"A standout feature of PtP was visiting the participating partners, BAE Systems, Siemens and Rolls-Royce. You'd have a workshop around Transformational Leadership, then go to a best practice company like Siemens to see it in action – it provided real clarity as to how these ideas could be practically implemented."

Chris Mayne, Forsberg Services

NHS Pathways Industry Placement Development

Alignment with the Lancashire Skills and Employment Strategic Framework Future Workforce

- + Technical Education Vision: roll out of T levels & progression pathways to higher technical qualifications

The aim of the project was to evaluate a T level industry placement pilot within the NHS considering possible new models for students on the T Level Healthcare and Healthcare Science pathway. The project team sought to explore the utilisation of extended work placements and how the talent and industry of students can be best deployed within a healthcare setting.

By undertaking a patient journey / disease-led placement rather than a traditional department led placement it was important to ensure that students received the maximum learning outcomes from their time in placement allowing them to explore the multi-disciplinary nature of these journeys through the healthcare system. The aim was that findings from this project would inform Department for Education policy in terms of the shape and structure of the placement within the T Level Healthcare pathways.

The project placement model is seeking to make greater use of the wide range of learning opportunities that exist within an NHS setting. Fundamental to this learning is these pathway case studies enabled the students to collate and align learning creating a golden thread through the placement that can be tied back to classroom learning. One key aim of the project was to evaluate the impact of this case study approach on the student experiences in placements more generally.

There was also the aim to inform the staff within this Trust and more generally within the NHS of the merits of working with T level placement students. If staff could see the learners experiencing placements from the perspective of the patient journey/ disease pathway this might serve to engage more staff in working with T Level students to support their learning on the T Level pathway. The varied placement aligns the learner experience to the healthcare professional experience so it was expected that ELHT staff would engage due to the increased credibility of the experience for the learner.

The diversity of the learner experience also provided opportunities for learners to see the NHS in the round so that experiences and learning might foster new potential career pathways for learners to follow thereby serving to support the future proofing of the NHS workforce.

Student feedback

- "Whilst in placement I can be adjusting the case study around the placement experience."
- "I expect to learn about health services in the NHS and how to apply what we learn in College."
- "The placement is a foot in the door and I can learn what it is really like to work in the NHS."
- "I am already starting to recognise the difference in communication skills and the relationship you build up with patients in hospital as opposed to being in outpatients."



Engineering Social Value through the Growth Deal: UCLAN, Engineering Innovation Centre

Alignment with the Lancashire Skills and Employment Strategic Framework Inclusive Workforce

- + Sector specific initiatives targeted at areas with labour market demand
- + Embed social value in commissioning, procurement and planning processes

Skilled and Productive Workforce

- + Technical Education Vision: Apprenticeships aligned with business needs, alongside growth in higher level and degree Apprenticeships

The Engineering Innovation Centre (EIC) is a new state of the art purpose-built engineering facility in the heart of Preston catering for more innovative undergraduate, postgraduate and postdoctoral teaching and research alongside a significant programme of industry support, engagement activity.

In addition to providing state of the art facilities, the EIC will create jobs through the expansion of the faculty and delivery of revenue programmes, additional student expenditure in the local economy and the business support delivered plus a GVA uplift associated with additional highly skilled graduates entering the Lancashire workforce.

The project has already successfully delivered substantial socio-economic and community benefits throughout the construction phase.

BAM, who were appointed the main contractor on the project, have a long track record of successfully delivering education projects. Through their 'Enhancing Lives' programme BAM have demonstrated a firm commitment to embedding social value within its day to day operations and across its projects.

Key Achievements

This Growth Deal funded project has successfully secured a strong, reliable and measurable commitment to Social Value embedded within the Grant Funding Agreement that covers a range of thematic areas including an 'Inclusive Workforce', 'Future Workforce', a 'Skilled and Productive Workforce' and 'Community Benefits'.

The key outcomes of the project have been analysed using the National Social Value framework Themes Outcomes and Measures (TOM's) to measure the social value delivered and attribute a financial value using HM Treasury's Green Book unit costs and proxy values.

The key achievements BAM and their supply chain partners have delivered to date are as follows:

- + 82 Employment opportunities (Full Time Equivalent) provided for local residents with a social value of £2.3 million
- + 420 weeks of apprenticeships on the contract at Level 2,3 or 4+ with a social value in excess of £70 thousand.
- + 15 weeks of graduate internship placements
- + 12 weeks of work placements for unemployed residents
- + One person recruited from HMP Kirkham via Recycling Lives following on from a paid placement
- + A total of £3.5 million was spent with local Lancashire based businesses
- + Of which £2.3 million was spent with local SME's
- + 42 hours volunteered to support employability skills, STEM activity and site visits for local schools and colleges

To date the Engineering & Innovation Centre has delivered a total of £5.9 million of added social value during the construction phase of the project.

The project has engaged in a number of activities designed to provide and insight into the sector and promote STEM to local schools and colleges including:

- + Lancashire Science Festival 2018: BAM Construction supported the 3 day event at the university by providing an interactive BIM stall to demonstrate how technology is advancing design and construction through the use of 3D models, drones and more. The event, which attracted around 1500 young people from across the county was supported by volunteers from BAM's Metro Office, the UCLan EIC and Lancaster University Health Innovation Centre site teams.

"During my six week internship, I have shadowed the construction management team, attended meetings, liaised with subcontractors, handled any problems on site and learnt about permit systems.

What I enjoyed the most during my internship was working with everyone on site and understanding how the management team works in conjunction with day to day activities. I would say the internship exceeded my expectations and it has given me so much confidence moving forward into my second year at UCLan."

Barry Tremarco, Construction Project Management Student, UCLan



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