

## **EMPLOYMENT AND SKILLS PANEL**

**MEETING TO BE HELD AT 10.00 AM ON MONDAY, 4 DECEMBER 2017  
IN COMMITTEE ROOM A, WELLINGTON HOUSE, 40-50 WELLINGTON STREET,  
LEEDS**

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### **A G E N D A**

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS**
- 3. NOTES OF THE CANCELLED MEETING OF THE EMPLOYMENT AND SKILLS  
PANEL, 1 SEPTEMBER 2017**  
Copy attached.  
(Pages 1 - 2)
- 4. EXEMPT INFORMATION - EXCLUSION OF THE PRESS AND PUBLIC**
- 5. CHAIR'S UPDATE**
- 6. EMPLOYMENT AND SKILLS POLICY**
  - (a) POTENTIAL IMPACTS OF BREXIT ON THE LEEDS CITY REGION**  
Led by: Peter Glover  
(Pages 3 - 10)
  - (b) POTENTIAL IMPACTS OF AUTOMATION ON THE LEEDS CITY  
REGION**  
Led by: Peter Glover  
(Pages 11 - 28)
  - (c) BUDGET AND DEVOLUTION**  
Led by: Christian Denison  
(Pages 29 - 32)

**(d) HS2 AND SUPPLY CHAIN GROWTH STRATEGY**

Led by: Emma Longbottom

(Pages 33 - 42)

**7. UPDATE ON EMPLOYMENT AND SKILLS THEMES AND ADVISORY PANELS**

**(a) CROSS-CUTTING THEMES**

Led by: Catherine Lunn / Emma Longbottom

- Institutes of Technology
- More and better apprenticeships
- Raising the bar on high level skills

(Pages 43 - 54)

**(b) GREAT EDUCATION CONNECTED TO BUSINESS**

Led by: Karen Milner

- Enterprise in education
- Careers pledge

(Pages 55 - 60)

**(c) BUILDING WORKFORCE SKILLS AND ATTRACTING TALENT**

Led by: Tom Keeney

- Skills Service evaluation
- Sector activity

(Pages 61 - 64)

**(d) EMPLOYABILITY, ACCESSING JOBS AND REALISING POTENTIAL**

Led by: Cllr Dan Sutherland

- Social prescribing pilot
- Work and health

(Pages 65 - 66)

**8. DATE OF NEXT MEETING**

Friday 2 March 2018, 10am-12.30pm, Committee Room A, Wellington House, Leeds

**Signed:**



**WYCA Managing Director**



**NOTES OF THE CANCELLED MEETING OF THE  
EMPLOYMENT AND SKILLS PANEL  
FRIDAY, 1 SEPTEMBER 2017 AT COMMITTEE ROOM A,  
WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS**

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**Present:**

Stephanie Burras CBE (Chair)	Ahead Partnership
Karen Milner	Paths and Progress
Beverley Parrish	Parrish Environmental Consulting Ltd
Councillor Carol Runciman	City of York Council
Amanda Stainton	Portakabin
Don Brearley (Advisory Representative)	LCR Skills Network
Diana Towler (Advisory Representative)	DWP

**In attendance:**

Merran McRae	Wakefield Council
Michelle Burton	WYCA
Sue Cooke	WYCA
Christian Denison	WYCA
Emma Longbottom	WYCA
Dathan Tedesco	WYCA

**This meeting was not quorate therefore these notes will not  
be submitted to the next meeting**

**1. Apologies for absence**

Apologies for absence were received from Councillors Susan Hinchliffe, Mohammed Rafique and Dan Sutherland, Simon Barratt, Ian Billyard, Julie Colley, Peter Duffy, Professor Margaret House, Tom Keeney, Glynn Robinson, Joanna Robinson and Sue Soroczan.

**2. Chair's update**

The Chair offered her congratulations to panel member Cllr Susan Hinchcliffe, on her appointment as Chair of WYCA.

The Chair also announced that after three years of chairing the panel she would be stepping down over the next year.

### **3. Re-Shaping the Skills System**

Panel members were provided with an update on current and planned activity in preparation for devolution of the Adult Education Budget including the publication of Delivery Agreements with West Yorkshire colleges.

Members were also given an update on the implementation of recommendations from the West Yorkshire Area Review of post-16 Education and the publication of the York, North Yorkshire, East Riding and Hull Review.

Finally, members had an informal discussion after being given a presentation on the current and anticipated employment and skills policy landscape.

### **4. Embedding Inclusive Growth in Employment and Skills Services**

Members were presented with a report on the proposed approach to embedding Inclusive Growth in Employment and Skills services.

### **5. Cross-Cutting Themes**

Members were presented with a report on the work being done to progress the priorities and actions in the cross cutting themes in the Employment and Skills Plan: “More and Better Apprenticeships” and “Raising the Bar on High Level Skills”.

### **6. Great Education Connected to Business**

Members were presented with a report updating them on the work to progress the priorities and actions in the “Great Education Connected to Business” priority of the Employment and Skills Plan. This included an update on the last meeting of the Advisory Group, which took place on 11 August.

### **7. Building Workforce Skills and Attracting Talent**

Members were presented with a report updating them on the work to progress the priorities and actions in the “Building Workforce Skills and Attracting Talent” priority of the Employment and Skills Plan. This included an update on the last meeting of the Advisory Group, which took place on 4 August.

### **8. Employability, Accessing Jobs and Realising Potential**

Members were presented with a report updating them on the work to progress the priorities and actions in the “Employability, Accessing Jobs and Realising Potential” priority of the Employment and Skills Plan.

**Director:** David Walmsley, Head of  
Economic Policy  
**Author:** Peter Glover



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**Report to:** Employment and Skills Panel

**Date:** 4 December 2017

**Subject:** Potential Impacts of Brexit on the Leeds City Region

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## **1 Purpose**

- 1.1 Provide an overview of the potential impact of Brexit on the Leeds City Region economy.

## **2 Potential Impact of Brexit on the Leeds City Region**

- 2.1 A summary of the impact of Brexit on the local labour market is provided at **Appendix 1**. This analysis is based on qualitative research undertaken with 30 businesses in the City Region; together with results from the Leeds City Region Business Survey (a telephone survey of 2,368 businesses).
- 2.2 Key areas where dependence on EU migrant employment is greatest are routine operative roles in manufacturing (with particular industries like food manufacture especially exposed) together with elementary manual roles in industries like warehousing.
- 2.3 The LCR Business Survey found that among those businesses who employ migrant workers around two-fifths consider it a concern should the UK's departure from the EU affect their ability to recruit migrant workers from the EU.
- 2.4 Agricultural and manufacturing businesses were most likely to say they would be affected if access to EU migrant workers was reduced with sectors employing lower proportions of EU migrants, such as education, digital and wholesale, much less likely to express concern.
- 2.5 Due to the relative uncertainty around the outcome of Brexit negotiations, most businesses were adopting an iterative "wait and see" approach with very few having taken firm steps so far.
- 2.6 There is potential to support businesses through key issues, including provision of information on Brexit implications, advice/support on employee citizenship rights and continuing to represent the views of local businesses to relevant political bodies.
- 2.7 The Panel is asked to consider these issues and the following questions:
- What should the main role of WYCA be in this area?

- What steps can we take at this stage to develop a local strategic response to the labour market issues arising out of Brexit?
- Within this, do we need to prioritise thinking around specific sectors with the greatest exposure e.g. manufacturing and agriculture?
- Should we be tailoring our existing support, using Brexit as a “hook” for engaging with business around skills development and capital investment?
- As the Brexit process unfolds how can we ensure that local businesses can access clear information and advice about the implications for their business, e.g. around issues relating to immigration policy?
- As part of inclusive growth, do we need to consider the support that should be provided to EU migrant workers to support them during the Brexit process, and in the longer term consider what extra support might be needed to allow indigenous workers to fill these roles, if access to EEA labour is restricted?

### **3 Recommendations**

The Panel is asked to:

- 3.1 Note the findings of the impacts of Brexit on the LCR paper and consider the issues raised.

## Potential Impact of Brexit on Leeds City Region labour market

### Summary

The issue of European Economic Area (EEA) migrant employment is an important one for the Combined Authority since many local businesses rely to a significant extent on this source of labour and skills. The Authority has therefore commissioned research (referred to below) to develop its understanding of the potential impact of Brexit on labour and skills supply and to inform practical actions that can be taken to support business to adapt to a changing environment.

There is a significant level of employment of EEA migrants in Leeds City Region, accounting for around one in 20 workers. However, concentrations of EEA migrant employment are much higher in particular parts of the economy, including the manufacturing sector and routine and lower-skilled occupations.

The impact of the EU referendum on EEA migrant employment in the City Region has so far been limited with no major labour supply issues for employers. However, the result of the referendum is a major source of concern for migrant workers themselves.

Around two-fifths of businesses who employ EEA migrants express concern about the implications of a potential reduction in the availability of these workers. For some businesses this could have a negative impact on productivity, profitability and growth prospects, particularly in the manufacturing and agriculture sectors.

In view of the uncertainty regarding future immigration policy, employers have generally adopted a “wait and see” position rather than taking practical actions, although some are considering changes to their HR and recruitment approach (including use of apprenticeships) whilst others are considering automation as an option (particularly in the manufacturing and agriculture sectors).

### Sources of evidence

Our analysis is mainly based on two key evidence sources that are specific to the Leeds City Region and are intended to fill gaps in the published evidence base.

#### *2017 Leeds City Region Business Survey*

The 2017 Business Survey was conducted by BMG Research, on behalf of the Leeds City Region Enterprise Partnership in July and August 2017. In total, 2,368 telephone interviews were conducted with businesses from across Leeds City Region.

The purpose of the survey was to provide a snapshot view of business confidence, investment experiences and intentions; and to provide local agencies within the City Region with a significant level of detail about the issues currently affecting businesses in their local

areas. The survey specifically examined employment of EU migrants<sup>1</sup> by businesses in the City Region and also the extent of concerns relating to the prospect of reduced access to EU migrant workers in future.

#### *Qualitative research study to understand migrant labour in Yorkshire and the Humber*

Early this year the West Yorkshire Combined Authority commissioned research to help it to assess the current and emerging impact of Brexit on labour / skills supply. The study is a joint project with Humber LEP and York, North Yorks and East Riding LEP. Fieldwork was undertaken during the summer and the report has been finalised.

Some of the key questions addressed by the study include:

- Way in which EU migrants are recruited and utilised within business
- Whether businesses are already experiencing labour supply challenges and how this is expected to develop in the future
- Firms' emerging plans to address the challenge e.g through investment in capital equipment, upskilling etc
- Firms' support requirements from public agencies.

The research approach comprised 90 in-depth interviews with businesses / organisations across the three LEP areas who employ EU migrant workers; 19 interviews with local recruitment agencies; and 15 interviews with EU migrant workers.

#### **EEA migration trends in the City Region**

By way of context, evidence from the Annual Population Survey indicates that there are 68,000 workers in the City Region who are EU migrants, based on their country of birth. This equates to one in 20 workers employed in the City Region.

Our Business Survey indicates that one in eight (12 per cent) of establishments within Leeds City Region employs migrant workers from the EU, although the incidence is much higher for organisations employing 10-49 people at 27 per cent and for employers with 50+ staff at 43 per cent.

Manufacturing has the highest intensity of EU migrant employment as well as the highest absolute level, according to the Annual Population Survey. Almost one in eight workers in manufacturing are estimated to be EU migrants. There are also above-average proportions of EU migrants working in transport and storage, administration and support services and accommodation and food services.

Drilling down into specific activities for which data are available, the intensity of EU migrant employment is exceptionally high in the food manufacturing sector, at more than one third of total employment. This is particularly important since this sector is strongly represented in the City Region in employment terms. Other high-intensity manufacturing industries in

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<sup>1</sup> To provide ease of understanding for respondents the questioning approach used in our primary research typically refers to EU migrants rather than EEA migrants.



the City Region include clothing (although the absolute level of EU employment is fairly small in this industry), non-metallic mineral products and furniture and textiles.

Among non-manufacturing sectors the highest intensities are in warehousing and accommodation. EU migrants account for approximately 20 per cent and 15 per cent respectively of total employment in these sectors.

Data from the Leeds City Region Business Survey indicate that businesses in the Hotels/Catering (22%), Public Services (20%) and Manufacturing (19%) sectors are most likely to employ any migrant workers.

In occupational terms, EU migrants are heavily (but not exclusively) concentrated in routine, semi-skilled occupations. More than a quarter of workers employed in elementary trades in the City Region are EU migrants whilst around a fifth of operatives fall into this category. This analysis confirms that even though EU migrant employment is relatively modest at an overall level, particular sectors and occupations in the City Region have a significant exposure. This means that some employers face potential disruption should access to migrant workers from EU sources be curtailed.

Taking the evidence on sector and occupation together, the conclusion is that the key areas where dependence on EU migrant employment is greatest are routine operative roles in manufacturing (with particular industries like food manufacture especially exposed) together with elementary manual roles in industries like warehousing.

### **Impact of the EU referendum**

Our intelligence suggests that the outcome of the Brexit referendum has had little impact on labour supply so far.

Our qualitative research indicates that Brexit aside, labour and skills supply are already major concerns for employers. Many businesses, and particularly those in agriculture, manufacturing and social care are already struggling to recruit and retain staff, particularly in low-paid roles. So far though, the direct impact on business of the EU referendum in terms of labour supply has been limited. Most recruitment agencies say that they have not seen a notable impact in terms of a reduction in the number of applications they receive from EU nationals. No businesses in our qualitative sample have seen a significant loss of workers so far but some are concerned about the uncertain policy situation and a lack of clarity regarding the future intentions of their employees.

The results of our programme of in-depth interviews indicate that the outcome of the EU referendum has had a considerable impact on the attitudes and perceptions of EU migrant workers. There are examples of workers who have left the UK or have failed to return for seasonal work opportunities and many are actively considering their future in the UK. There is a feeling that prospective migrants from the EU have developed negative perceptions of the UK.

## **Advantages and disadvantages of employing EEA migrant workers**

A majority of the businesses who were interviewed as part of our qualitative research indicated that labour / skills supply and recruitment difficulties were issues for them.

There is a general expectation that labour costs would increase if there was a need to switch to indigenous workers – arising from a need to make the vacancies attractive, training costs and potentially from increased staff turnover. From an inclusive growth perspective, the prospect of wages rising for indigenous workers is one of the potential benefits of Brexit, although without accompanying action by firms to boost their productivity, this also has the potential to undermine their competitiveness and more generally increase inflationary pressures.

## **Impact of a possible reduction in availability of EEA migrants**

Our business survey and qualitative study both examined employers' perspectives on the potential impact of Brexit on labour and skills supply and whether changes in the level of access to EU migrant workers would affect business performance.

The Leeds City Region Business Survey 2017 indicates that 38 per cent of establishments that employ EU migrants consider it a big concern or something of a concern should the UK's departure from the EU affect their ability to recruit migrant workers from the EU; including 20 per cent that see it as a big concern.

Our qualitative study explored in more detail the implications of a reduced supply of EU migrants upon local businesses who employ EU migrant workers.

Agricultural and manufacturing businesses were most likely to say they would be affected if access to EU migrant workers was reduced with sectors employing lower proportions of EU migrants, such as education, digital and wholesale, much less likely to express concern. Many businesses said their productivity and profitability would be affected if access to EU migrants was significantly reduced. Some also expressed concerns about the impact on firms in their supply chain. Around a quarter of businesses felt their long-term growth might be impacted, with a small number foreseeing no option but closure if they could not maintain their EU workforce (although relocation was not being considered as an option by the vast majority of businesses at this point in time).

Businesses with the largest number or proportion of EU migrant employees are not surprisingly the most concerned about the labour supply implications of Brexit and these tend to fall within defined sectors. However, some businesses with relatively few migrant workers employ them in critical roles which are crucial to the operation of the business, suggesting that the exposure to Brexit is more widespread than might be expected.

EU migrants who have been in the country for a short time feel greater uncertainty about their future in the UK, largely because their prospects of achieving UK citizenship are less clear-cut. Businesses and sectors with a settled workforce of EU migrants are perhaps less likely

to be affected by Brexit and some employers in this category are confident about the future outlook.

### **What actions are being taken by business and what plans are they making for the future?**

Due to the relative uncertainty around the outcome of Brexit negotiations, most businesses were adopting an iterative “wait and see” approach with very few having taken firm steps so far. There is a general recognition, however, that any plans will take time to take affect and may not be sufficient to address a labour supply shock.

Around a third of respondents had given some consideration to changing their recruitment / HR strategy in response to Brexit, although none had taken concrete steps to take this forward. The most commonly considered option is use of apprenticeships. A similar proportion felt they would look into automating aspects of work if necessary, with this being most common in manufacturing and agricultural sectors. The practical feasibility of implementation and cost are constraints for some businesses.

Very few businesses are considering more radical changes to their business model to take account of the labour /skills implications of Brexit. Among those that are considering restructuring their business this is not in the main a response to Brexit but was under consideration anyway.

### **What support does business need?**

None of the businesses responding to the qualitative research had so far accessed business support in anticipation of specific labour supply issues arising out of Brexit.

Some businesses were open to support being provided via business support organisations, albeit more for skills/training (around half) than capital investment or automation (both around a quarter).

There is potential to support businesses through key issues, including provision of information on Brexit implications, advice/support on employee citizenship rights and continuing to represent the views of local businesses to relevant political bodies.

Business does not perceive that there is a pressing need for specific support beyond this due to the uncertain environment that currently prevails and the lack of clarity about the steps that need to be taken.

In general, employers are not providing proactive support to their employees who are EU migrants, although they are not averse to doing so. Migrant workers tend to rely on family, friends and migrant co-workers as sources of information and advice. There may be a role for businesses in providing a more proactive approach to employees, potentially involving signposting to relevant organisations and helping, if required, with citizenship requirements.

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**Director:** David Walmsley, Head of  
Economic Policy  
**Author:** Peter Glover



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**Report to:** Employment and Skills Panel

**Date:** 4 December 2017

**Subject:** Potential Impacts of Automation on the Leeds City Region

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## **1 Purpose**

- 1.1 Provide an overview of the potential impact of Automation on the Leeds City Region economy.

## **2 Potential Impact of Automation on the Leeds City Region**

- 2.1 ESP Members asked at the previous meeting for a discussion around the potential impacts of automation on the LCR labour market. A presentation will be given to the Panel summarising the potential economic impact of automation. This presentation is attached as **Appendix 1**. The Panel's views are sought regarding how the findings should be integrated into the work of WYCA, including in potential devolution asks.

## **3 Recommendations**

- 3.1 That the panel note the findings in the presentation on the impact of automation and give their views on how they should be integrated into the work of WYCA and in the devolution discussion.

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## IMPACT OF AUTOMATION IN LEEDS CITY REGION

Agenda Item 6b  
Appendix 1

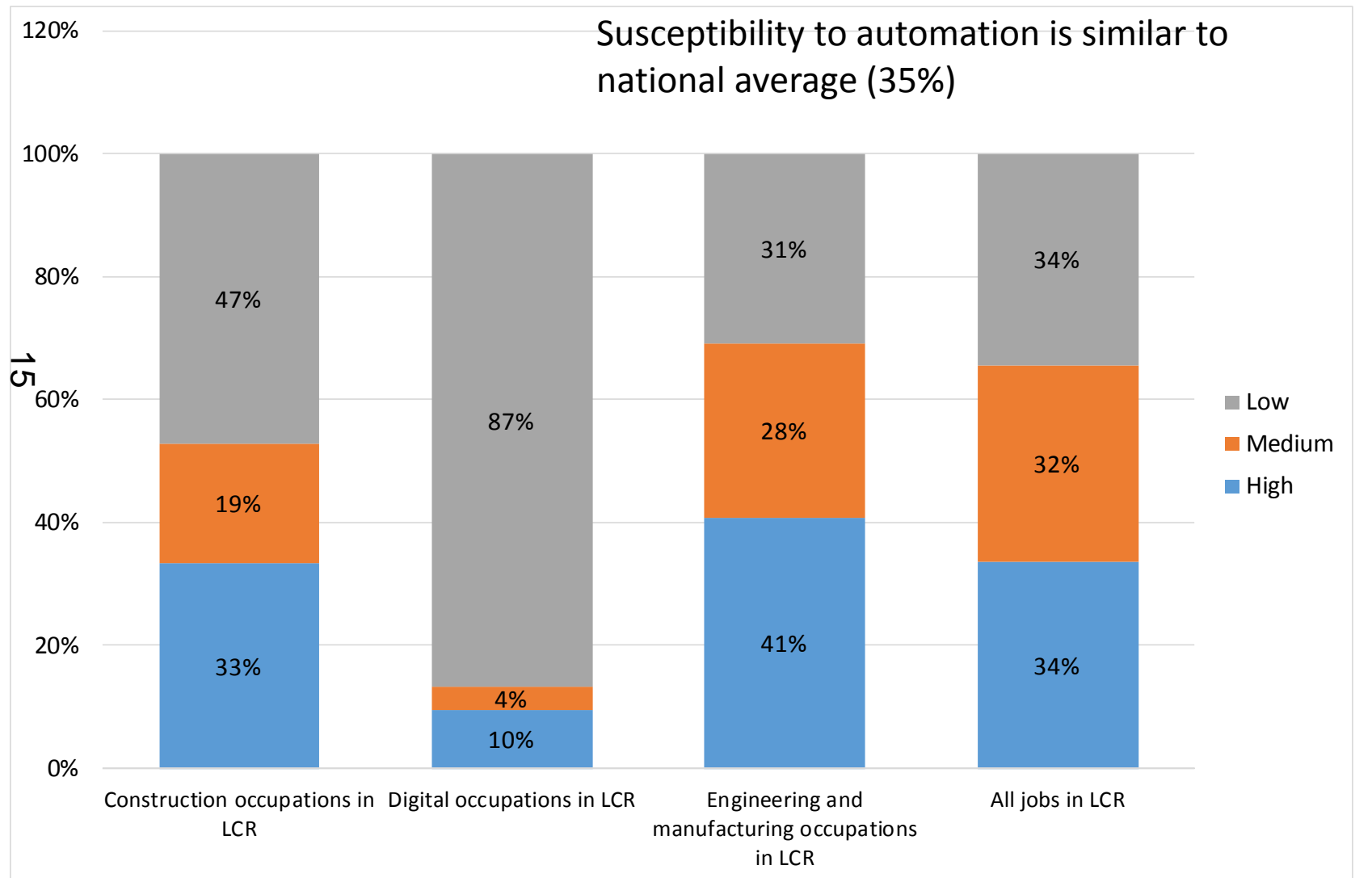
# BACKGROUND

- The following presentation applies analysis by Frey and Osborne ('The Future of Employment: How susceptible are jobs to automation', 2013) to City Region employment data to assess the susceptibility to automation of local jobs
- The work by Frey and Osborne and related analysis found that 35% of current jobs in the UK are at high risk of computerisation over the next 20 years
- 14 • They calculate susceptibility to automation of each job based on nine key skills required to perform it: social perceptiveness, negotiation, persuasion, assisting and caring for others, originality, fine arts, finger dexterity, manual dexterity and the need to work in a cramped work space.
- The key indicator used below relates to the proportion of jobs in a given industry / occupational group that are at high risk (i.e. 70%+) of automation based on Frey and Osborne's assessment.



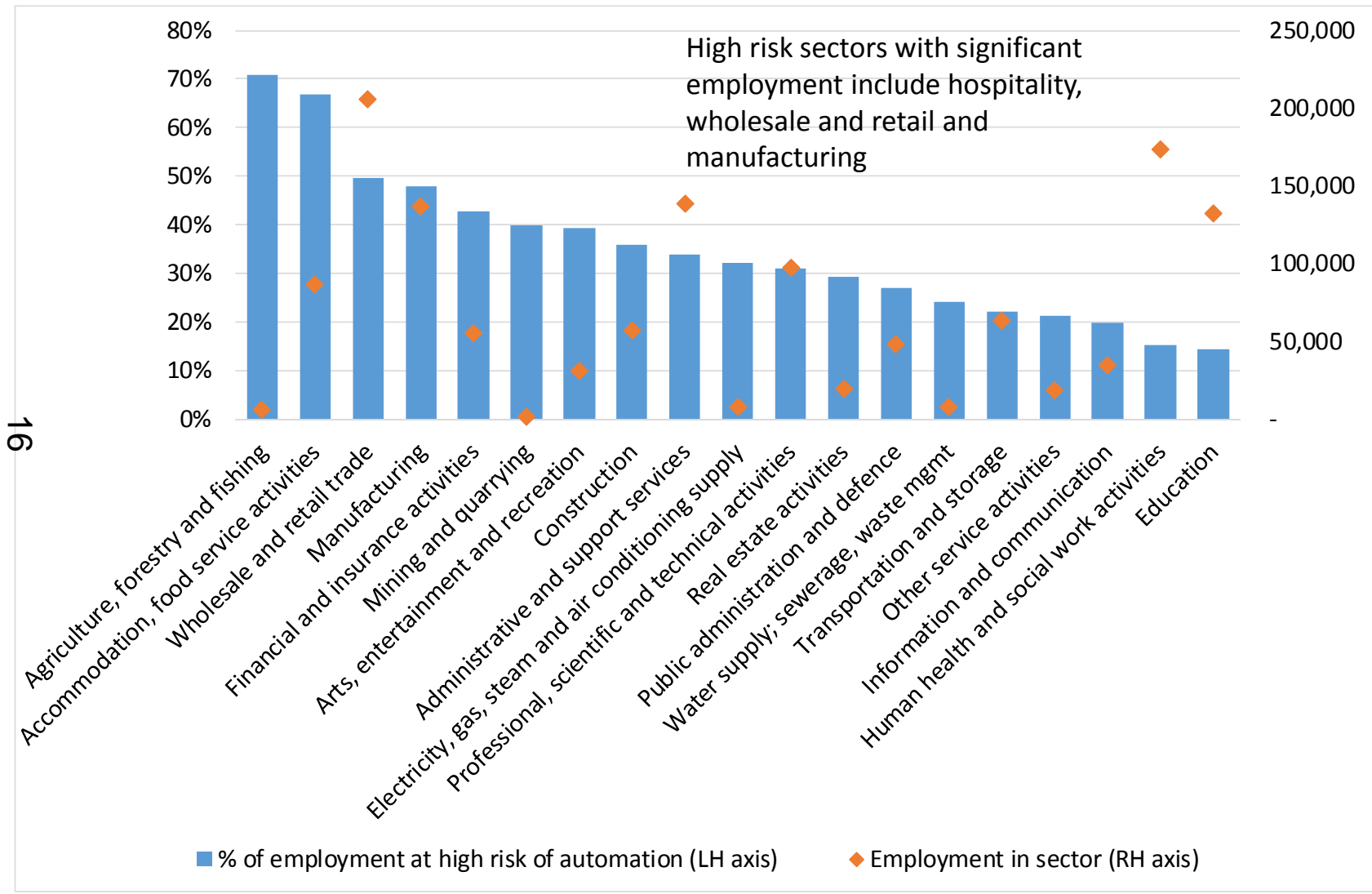
# OVERALL, 34% OF EMPLOYMENT IN LCR AT HIGH RISK

## % OF EMPLOYMENT AT HIGH RISK OF AUTOMATION, LEEDS CITY REGION



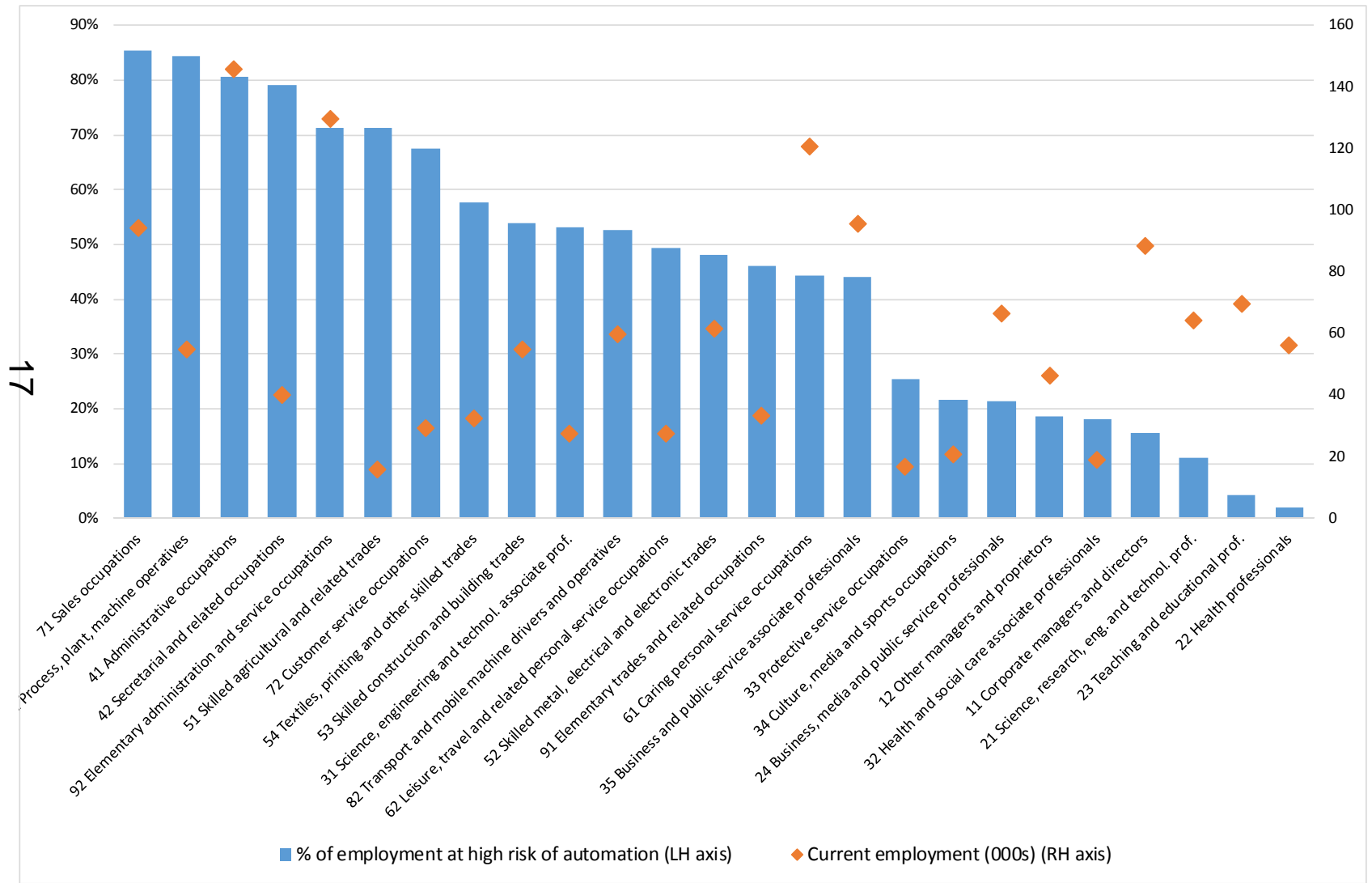
# AGRICULTURE AND HOSPITALITY SECTORS AT GREATEST RISK

## % OF EMPLOYMENT AT HIGH RISK OF AUTOMATION BY SECTOR, LEEDS CITY REGION



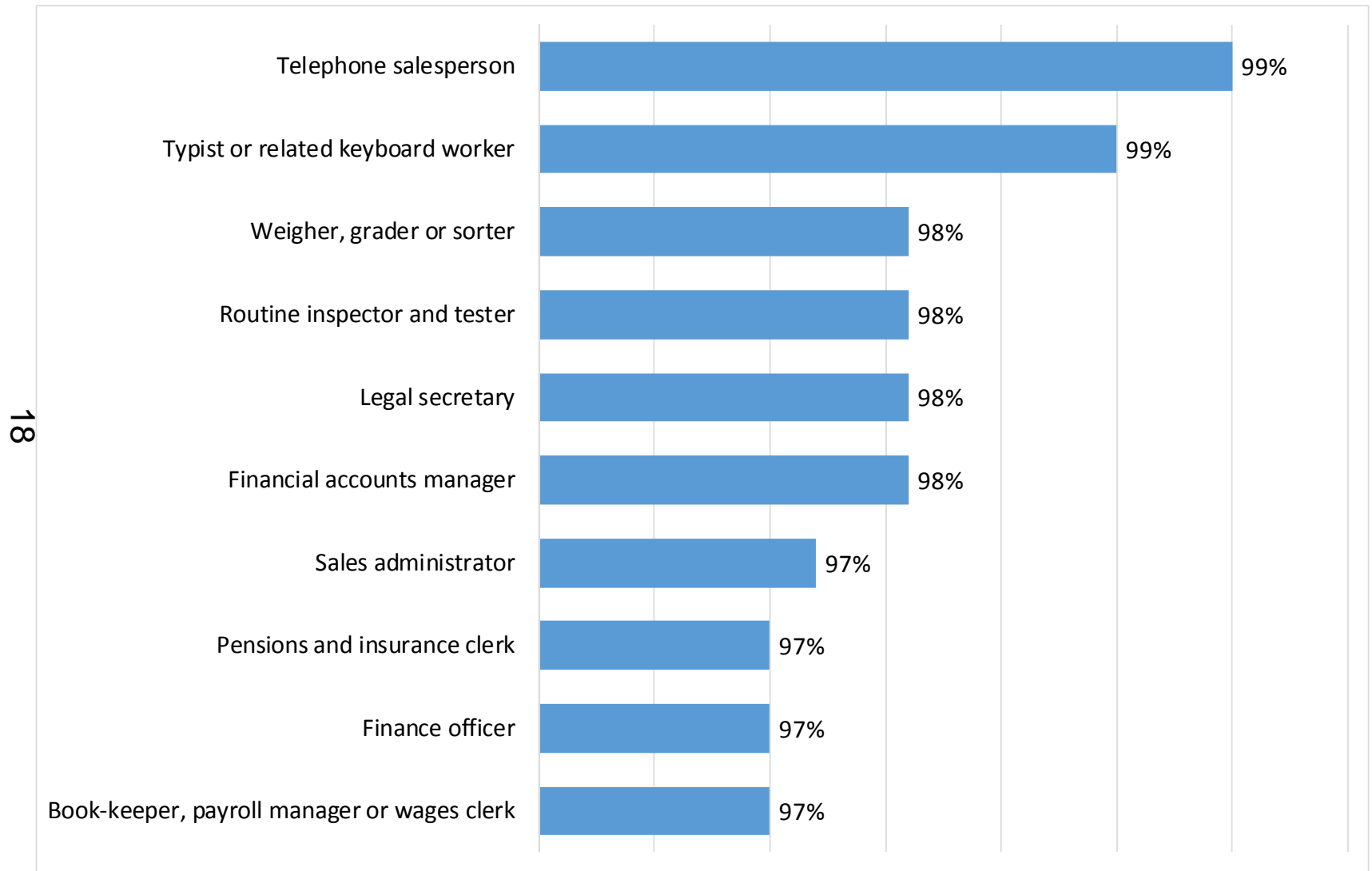
# SALES, OPERATIVE AND ADMIN OCCUPATIONS AT GREATEST RISK

% OF EMPLOYMENT AT HIGH RISK OF AUTOMATION BY OCCUPATIONAL CATEGORY, LEEDS CITY REGION



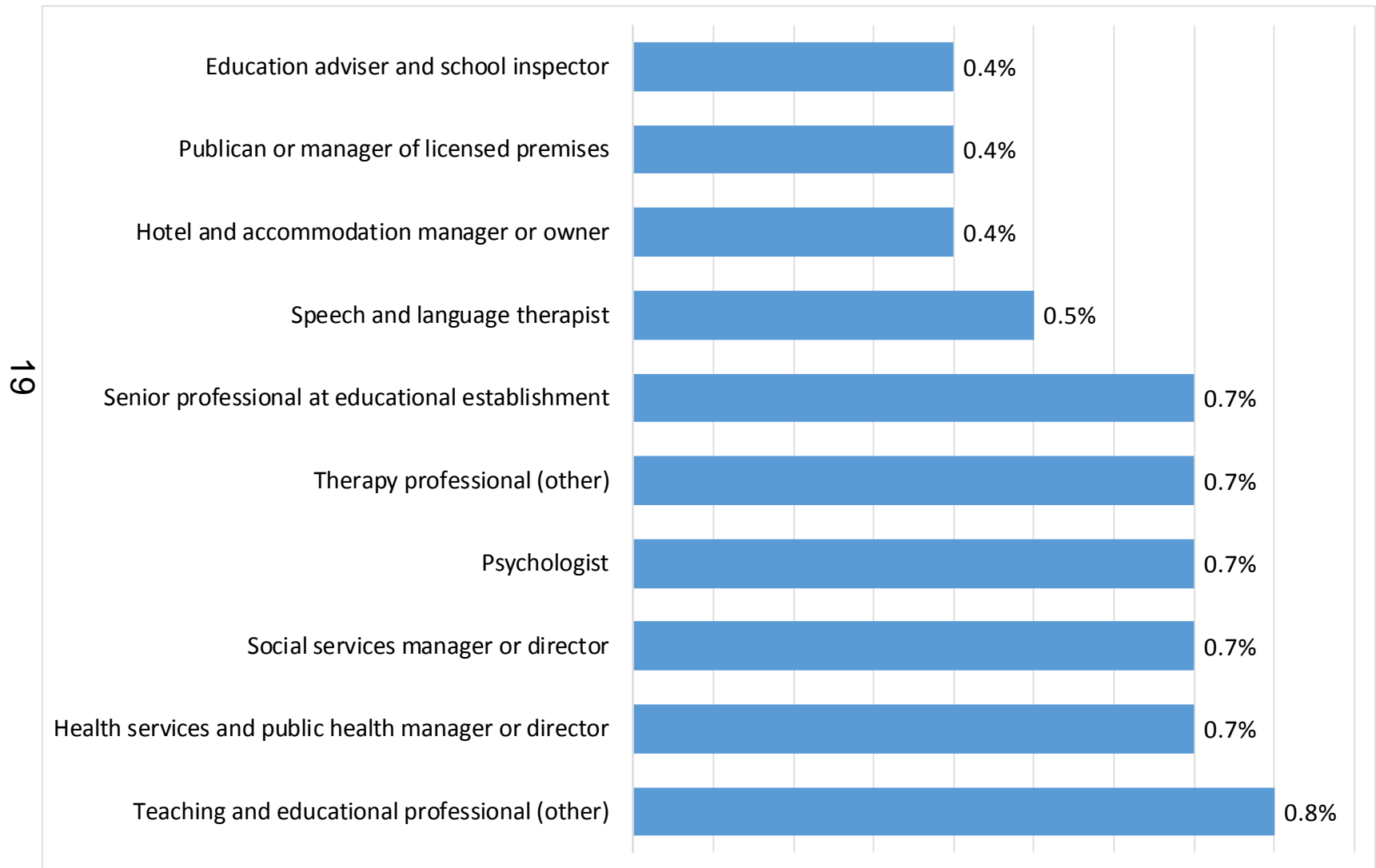
# SOME OCCUPATIONS HAVE VERY HIGH RISK OF AUTOMATION

## DETAILED OCCUPATIONS WITH GREATEST RISK OF AUTOMATION



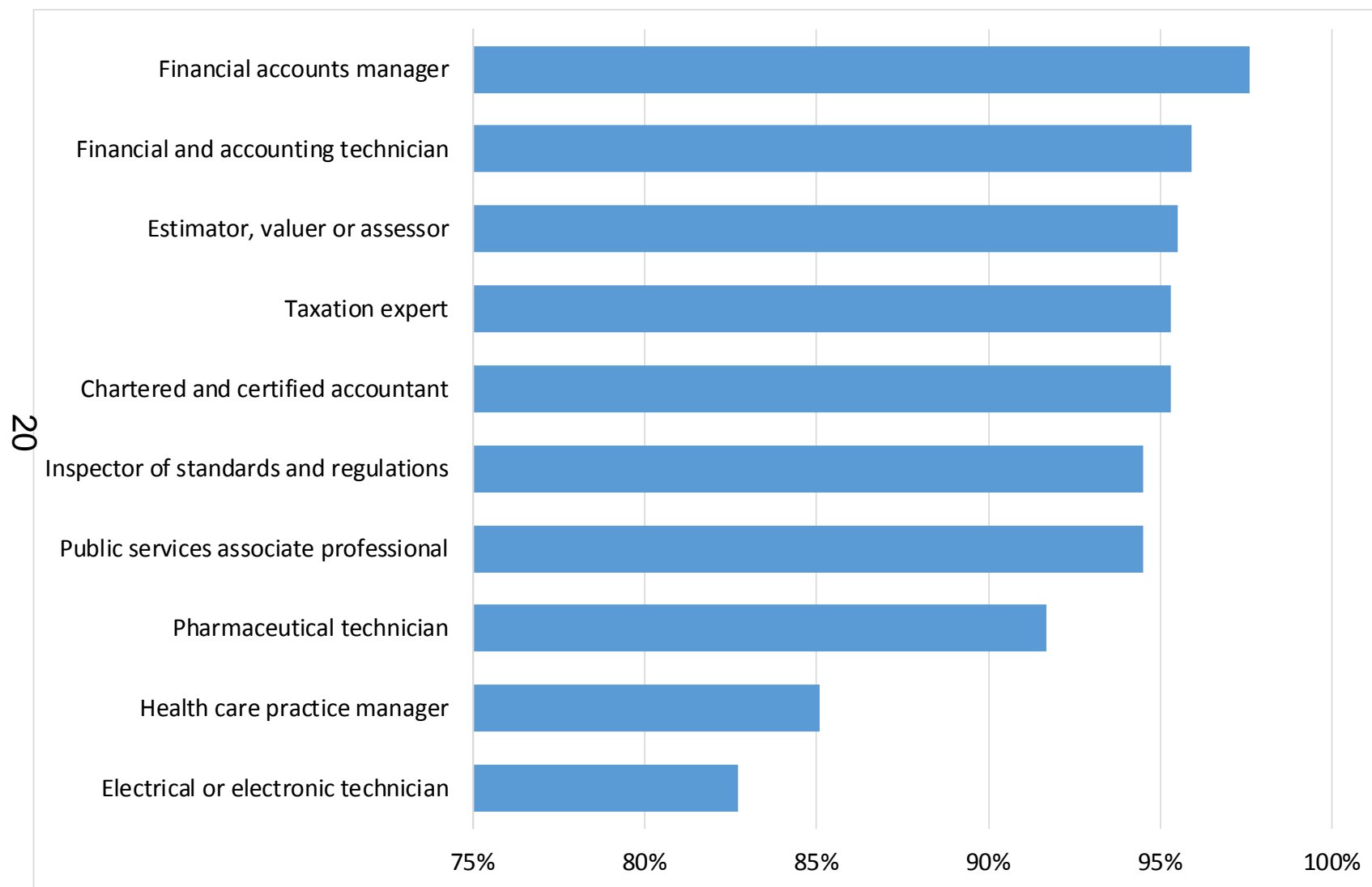
# WHILST OTHERS HAVE A VERY LOW RISK

## DETAILED OCCUPATIONS WITH LOWEST RISK OF AUTOMATION



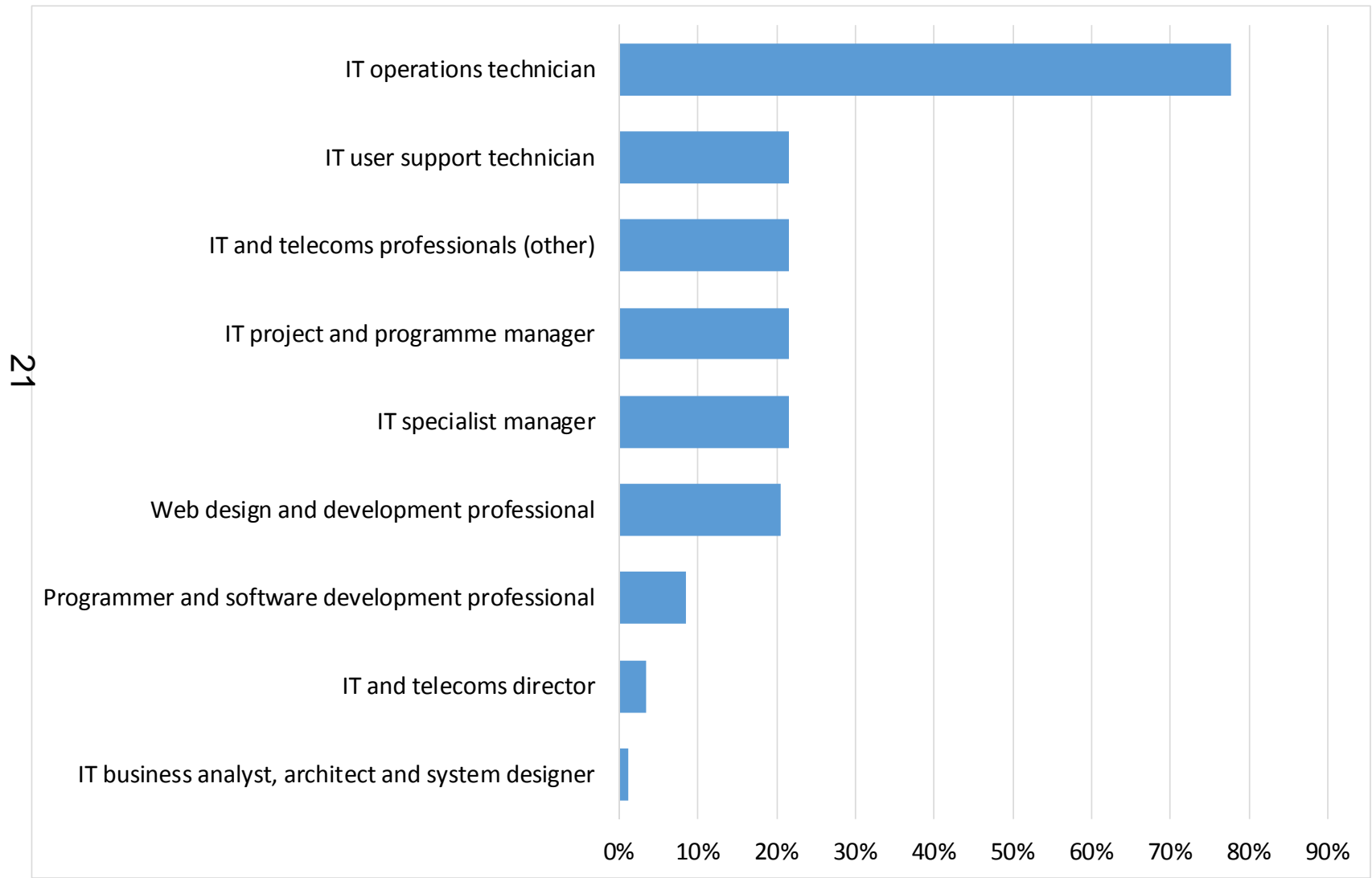
# ACCOUNTING ROLES MOST AT RISK AMONG HIGH SKILLED OCCUPATIONS

## HIGH SKILLED OCCUPATIONS WITH GREATEST RISK OF AUTOMATION



# DIGITAL OCCUPATIONS GENERALLY HAVE LOW RISK OF AUTOMATION

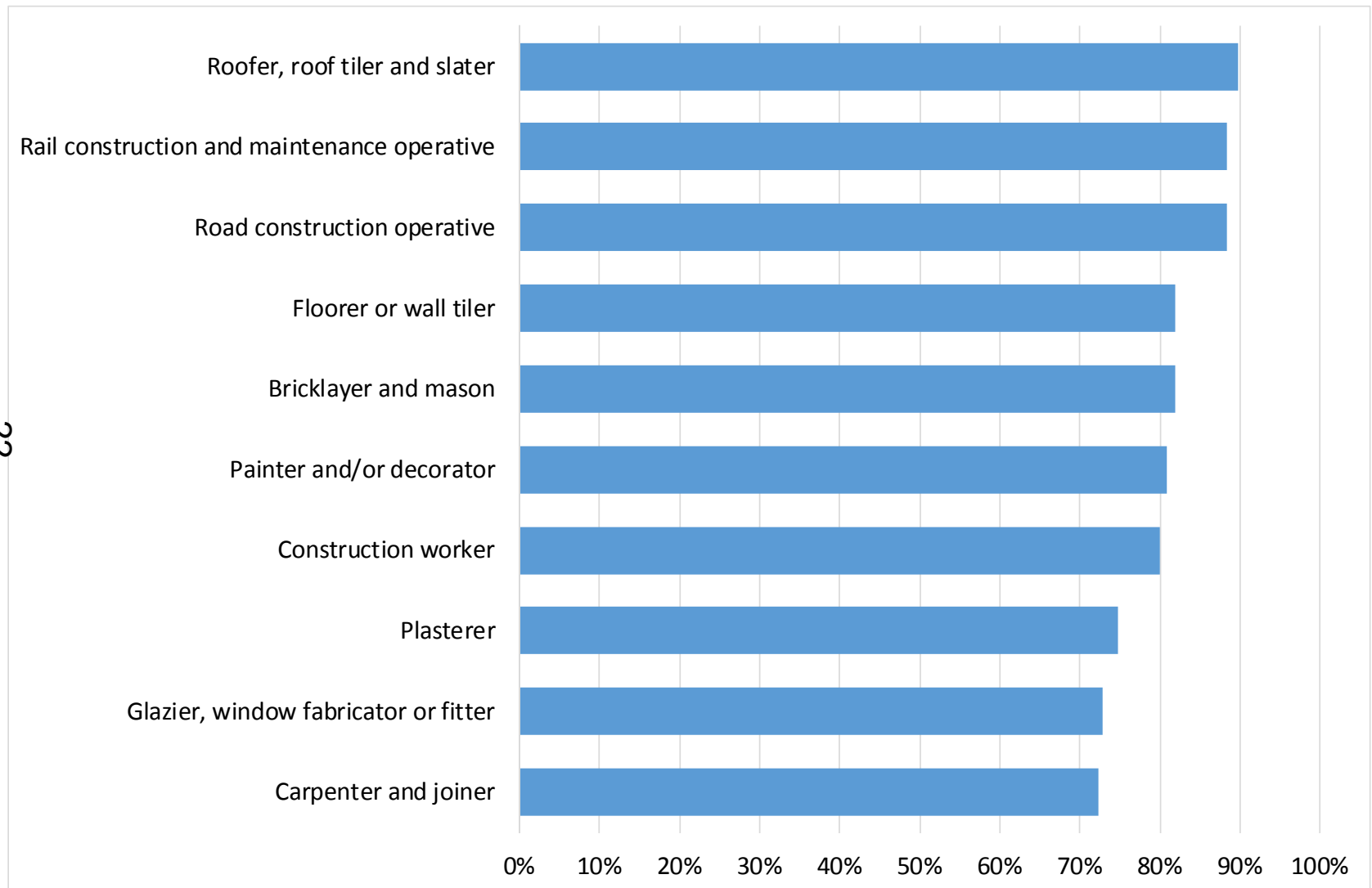
## RANKING OF DIGITAL OCCUPATIONS BY RISK OF AUTOMATION



# SOME CONSTRUCTION TRADES HAVE A HIGH RISK OF AUTOMATION

## RANKING OF CONSTRUCTION TRADES BY RISK OF AUTOMATION

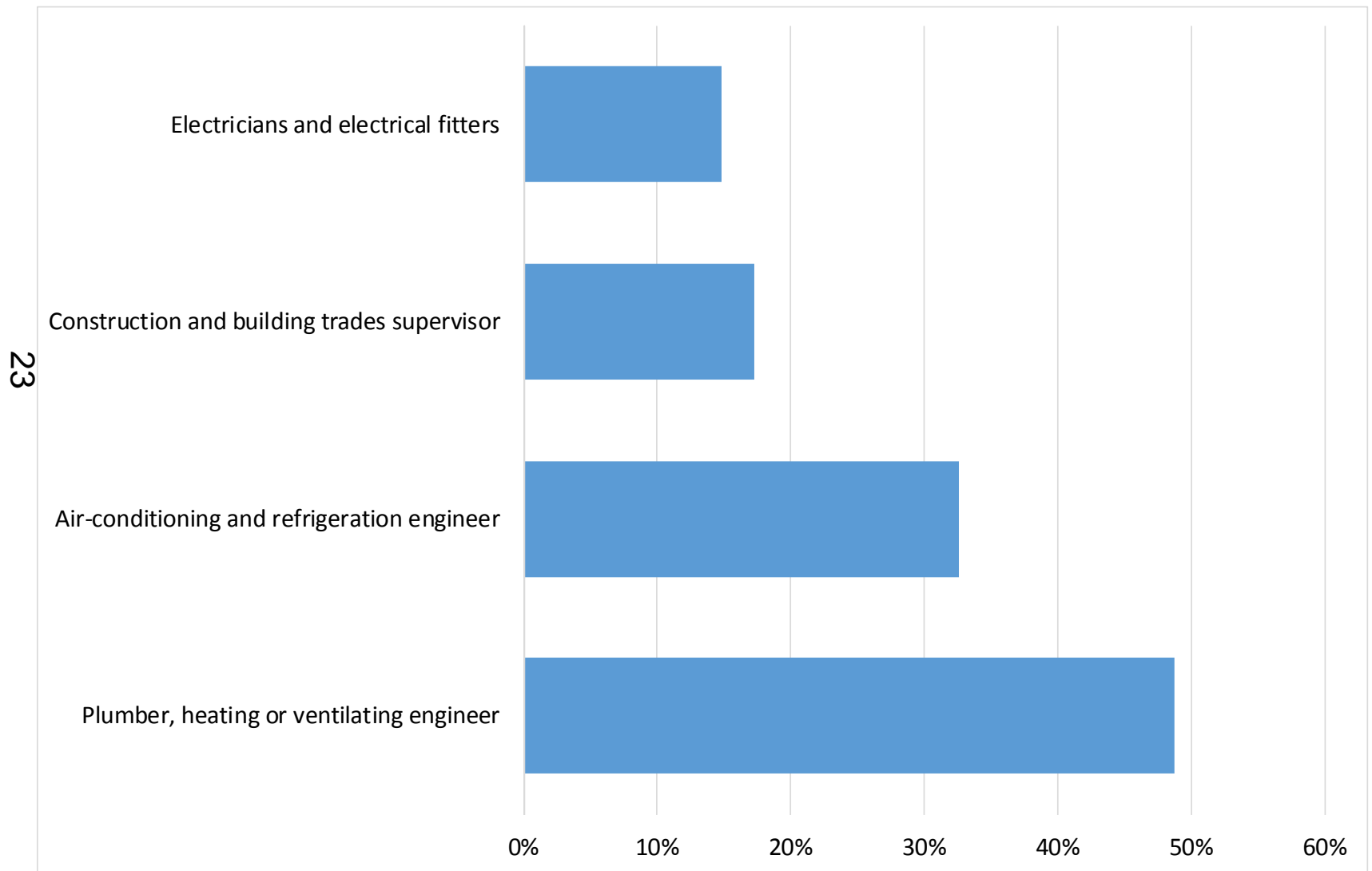
22





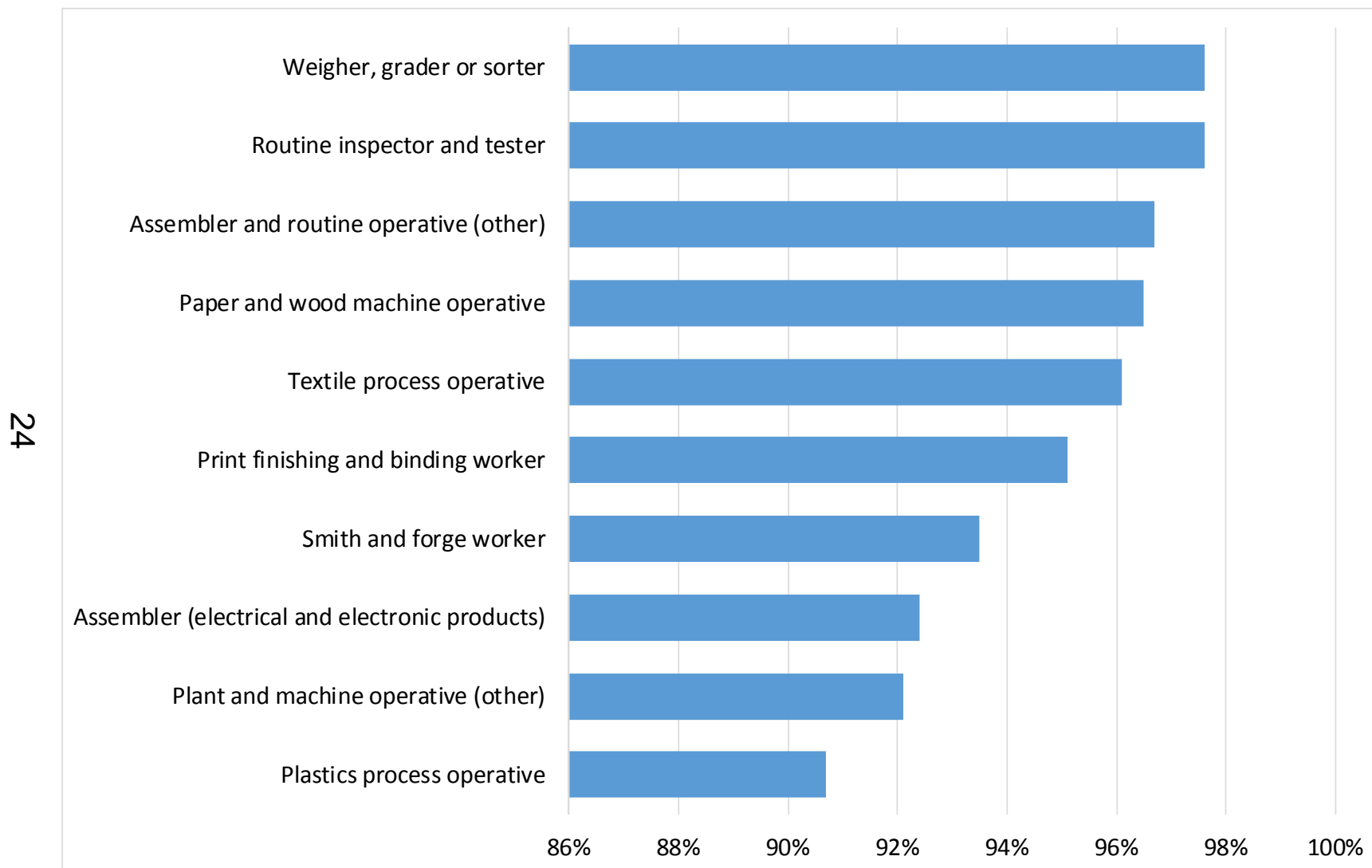
# BUT NOT ALL

## RANKING OF CONSTRUCTION TRADES BY RISK OF AUTOMATION



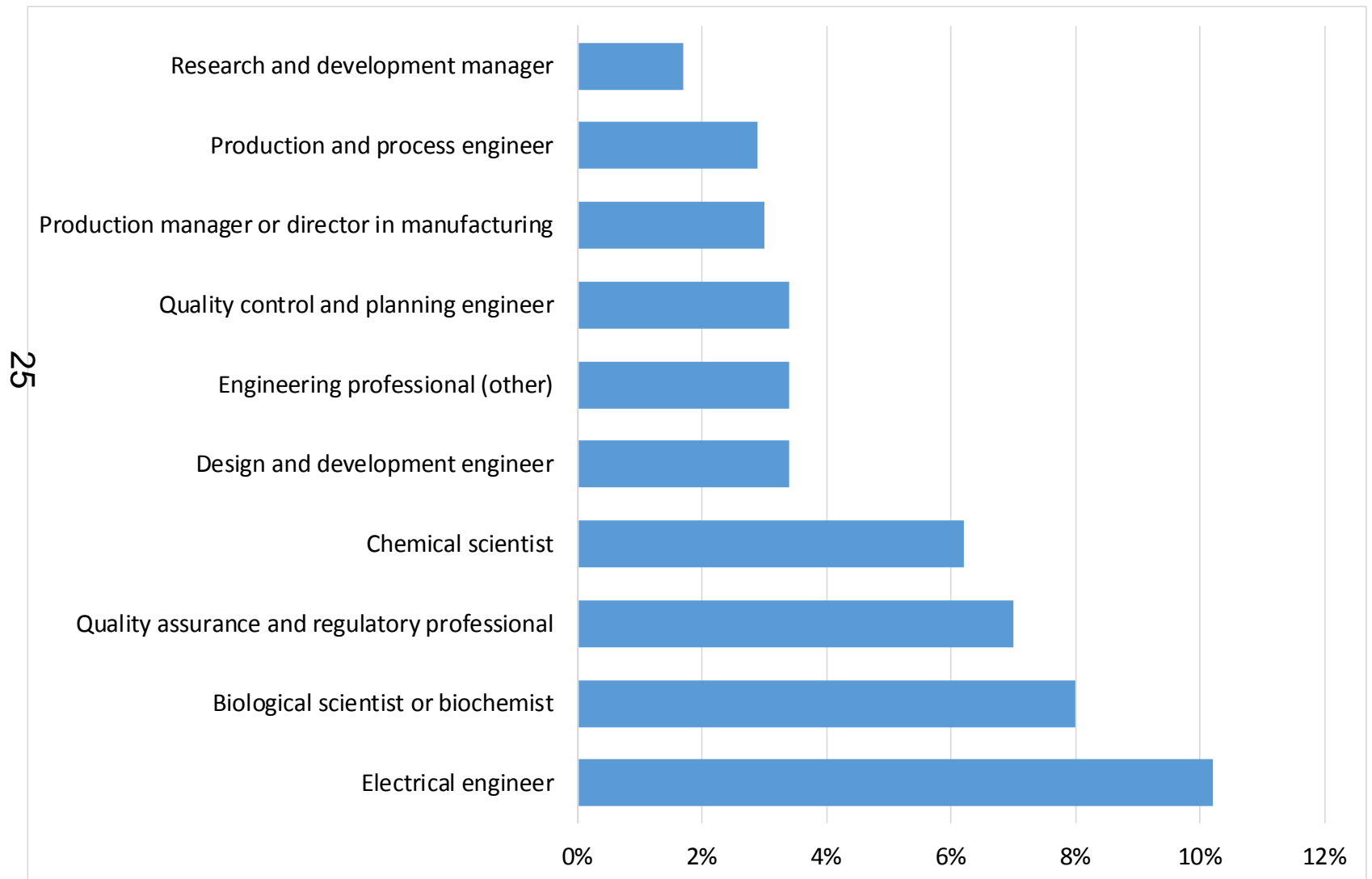
# ROUTINE OPERATIVE ROLES IN MANUFACTURING AT HIGH RISK

## RANKING OF ENGINEERING / MANUFACTURING OCCUPATIONS BY RISK OF AUTOMATION



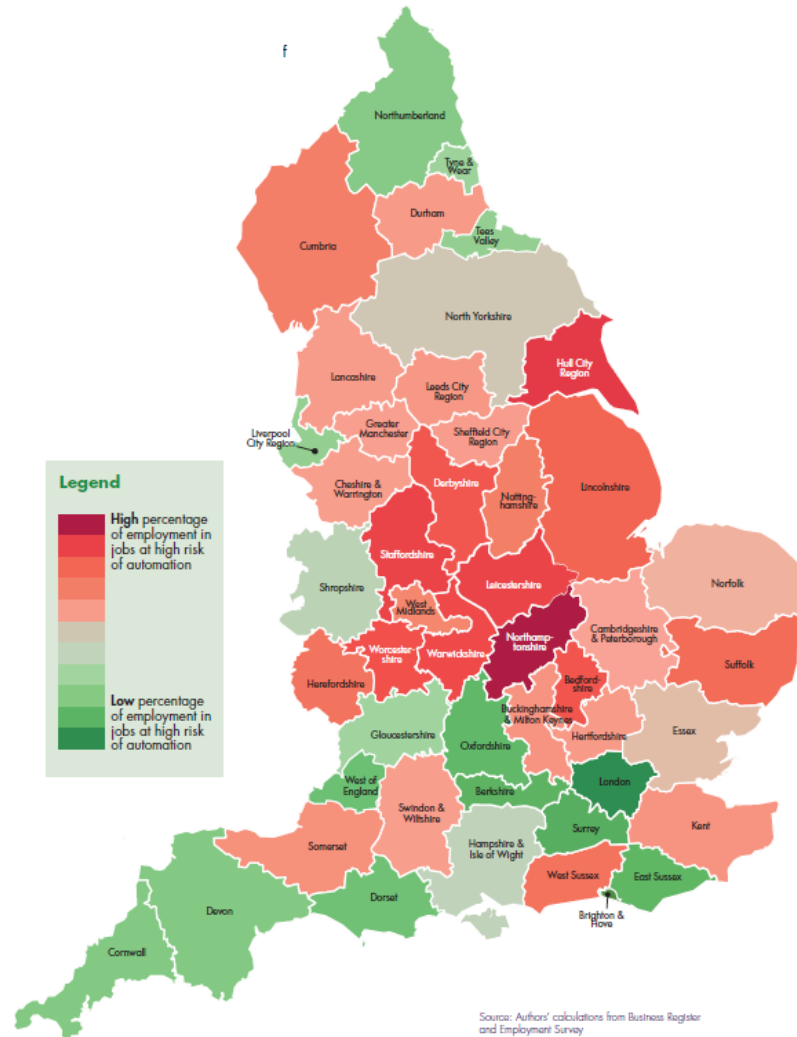
# BUT HIGHER SKILLED ROLES AT LOW RISK

## RANKING OF ENGINEERING / MANUFACTURING OCCUPATIONS BY RISK OF AUTOMATION



# OTHER ANALYSIS SUGGESTS SHOWS LCR'S EXPOSURE TO AUTOMATION IN CONTEXT

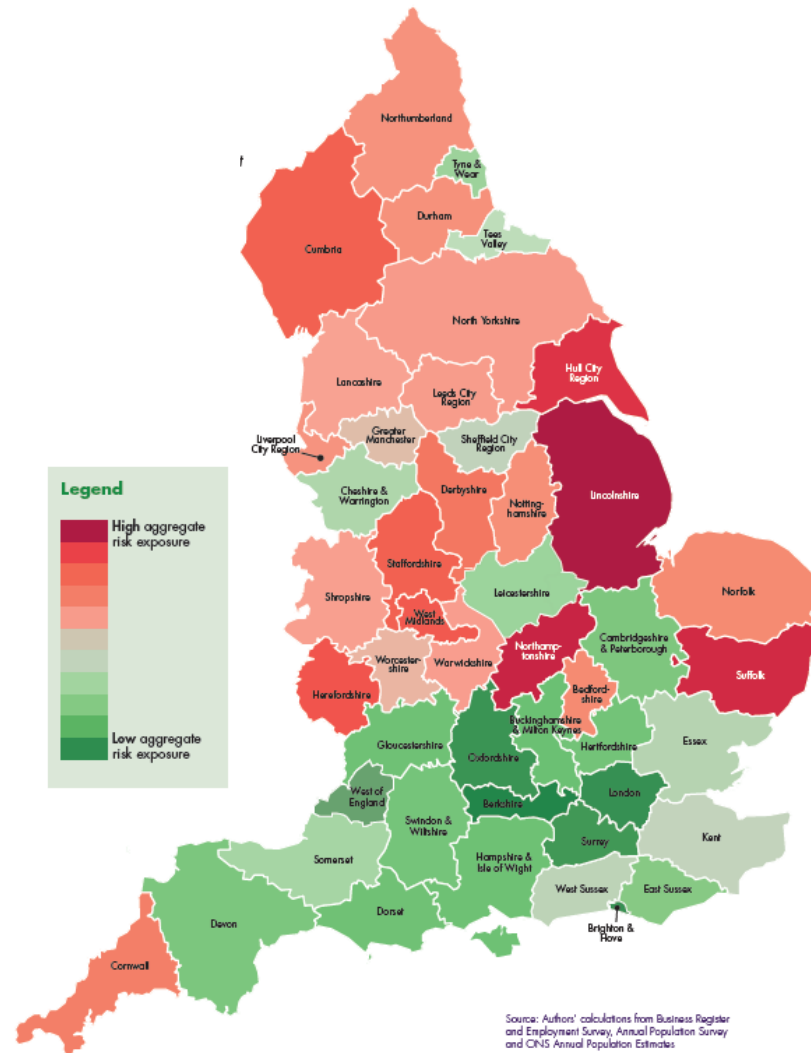
Exposure of England's 47 strategic authority areas to the automation of manual jobs



# AND SHOWS IMPACT OF AUTOMATION IN COMBINATION WITH OTHER LABOUR MARKET FACTORS

Aggregate risk exposure of the local labour market of England's 47 strategic authority areas

27



Aggregate risk exposure is a combined measure of exposure to five structural labour market risks: migrant labour supply, automation of manual jobs, skills base and demographics. Each measure is weighted the same.

# CONCLUSIONS

- Based on the Frey and Osborne's analysis, employment in the City Region has a significant susceptibility to automation, in line with the level estimated for the UK.
- However, susceptibility is much higher in some sectors and occupations than in others – for example a majority of jobs in the agricultural sector and in sales occupations are at high risk of automation.
- With some exceptions, higher skilled jobs are expected to be the most resistant to automation, along with caring occupations.
- Routine clerical and manual roles will continue to be the most susceptible to automation, together with sales roles (such as checkout operators).
- Forecast pattern of automation has implications for inclusive growth – further decline of middle skilled clerical and manual roles narrows progression routes for those without a degree while negative impact on some service intensive roles with high levels of employment could further reduce opportunities for low skilled.

**Director:** David Walmsley, Head of Economic Policy  
**Author:** Christian Denison



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**Report to:** Employment and Skills Panel

**Date:** 4 December 2017

**Subject:** Budget and Devolution

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## **1 Purpose**

- 1.1 The purpose of this section is to refresh and update ESP members on: 1) Autumn Budget proposals and the Industrial Strategy; and 2) Potential devolution proposals for Employment and Skills.

## **2 Overview of Employment and Skills Budget and Devolution Proposals**

### Autumn Budget

- 2.1 Following on from the LEP Board workshop in early September, a submission was sent to Government (25 September – available on WYCA’s website<sup>1</sup>) setting out asks and proposals for the Autumn Budget. It set out our strategic plan to capitalise on the relatively strong prevailing economic conditions (albeit with some major headwinds) to tackle deep-seated structural issues. It stated that we will focus on bold steps to improve the productivity of the economy and economic inclusion so benefits are felt by all, and firms become more competitive for a new international trading environment.
- 2.2 The transfer of powers and resources from Whitehall is vital to support more democratically accountable local decision-making attuned to local economic and social conditions. It is also vital to begin to bridge the disconnect between some communities (particularly in the post-industrial North) and to access the opportunities arising from national economic growth.

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<sup>1</sup> <http://westyorkshire.moderngov.co.uk/documents/s4044/Item10 - Appendix.pdf>



2.3 In the submission, we set out short term proposals for employment and skills - focused on clear deliverables, and medium/longer term proposals - which were more aspirational in nature and require further development.

2.4 The short term proposals are:

- £1.3 million funding devolved over three years to continue the Enterprise in Education Programme that will further strengthen the links between business and education.
- £2.5 million of funding devolved to continue the city region's successful Apprenticeships Hub Programme.
- Continued FE & Skills Capital Devolution and continued devolved Skills Service.
- Extend across all major schemes in the city region the Combined Authority's Policy Statement that drives social value in the procurement of major capital schemes. This puts Inclusive Growth outcomes on employment, training and SME opportunity squarely at the heart of better procurement.

2.5 An oral update will be provided on the Budget and the Industrial Strategy.

### Devolution

2.6 In addition to those set out in the items on Brexit and Automation, we face a number of current and future challenges in the Employment and Skills area. They include:

- Skills shortages in our priority sectors of infrastructure, digital, and engineering and manufacturing;
- Poor levels of high level skills in the LCR, especially compared to the national average;
- Low levels of young people having employer engagement;
- Low levels of in-work training;
- Barriers to work, including health;
- Addressing the attainment gap and releasing the potential around Inclusive Growth and Social Mobility;



- How to move towards simplifying the skills system, addressing the failings of the national system and addressing the current mismatch between supply and demand;
  - How to drive inefficiencies out of the system; and
  - How to raise the prestige and learner demand for technical education, aligning it with local needs.
- 2.7 Devolution discussions are ongoing. Some of the larger areas of potential devolution which would bring benefits to the Employment and Skills agenda include:
- Funding and the ability to drive priority Inclusive Growth led programmes and projects. Funding for such programmes would also include devolved ESIF and its replacement (Shared Prosperity fund).
  - Public Sector Reform – including Health and Social Care, Children’s services, and integrated support measures to help the most disadvantaged, including troubled families.
  - Mayoral Single Pot – powers enabling the region to put some/all devolved and local funding streams into an un-ringfenced pot to deliver maximum flexibility and impact.
- 2.8 There are also a number of more detailed areas, which build on the medium/longer term ambitions signalled in the Autumn Budget submission. The below are some suggested responses to the challenges we face, including the medium/longer term aspirations signalled in the budget response, which the ESP are asked to consider.
- Opportunities for a devolved and coordinated multi-agency approach to improving the life changes for children and young people.
  - Giving the city region greater control over Education and Skills Funding Agency budgets for apprenticeship promotion activity.
  - Give city region control/proportion of unspent levy payments so that it can be allocated in line with local priorities, particularly to tackle priority cohorts.
  - Devolved budgets for employer-led skills investment, to allow our joined up skills brokerage service to help more employers offer Apprenticeships.
  - Control of Further Education capital and revenue budgets (including 16-18 and AEB provision).
  - Powers to reshape and re-structure local skills provision so that it is made responsive to the needs of employers, including for the approval and development of new vocational education facilities.
  - City region is given the ability and funding to direct careers advice and enterprise in schools (through Careers Enterprise Company and National Careers Service) according to needs, to drive the improvement of careers and enterprise in education, and inspiration around STEM choices.
  - Devolve DWP national programmes and budgets targeted at addressing unemployment, in work poverty and health barriers to work.
  - A childcare offer to improve access to labour markets by removing barriers, and ensures all children – particularly the most disadvantaged - are school ready, improving attainment.
  - Piloting a Care Sector Deal, using recognised world leading strengths in medical devices and technologies to increase productivity in the sector.

- 2.9 The Panel is asked to consider these challenges and the potential responses. Key questions are:
- Which are the main challenges we should be focussing on?
  - What are the barriers in your sectors/organisations that prevent us taking action?
  - Are the potential responses realistic?
  - How could these responses help unlock the growth potential of the region?
  - Given the current situation in funding and devolution, should/could business be taking more or a lead in any of these areas? What action could we take to help achieve this?

#### Future Developments

- 2.10 Government has made manifesto commitments to develop a Career Learning initiative and to establish Skills Advisory Panels to advise it on local employer intelligence relating to Brexit and vocational education implications. Staff from WYCA are in discussions with DfE on how this would work. Government has also launched a Flexible Learning Fund to support the Further Education sector in delivery learning to adults that is both flexible and easy to access. Staff from WYCA will be working with DWP, WYCC and providers to facilitate submissions to the fund to ensure they are responding to future Universal Credit client needs.

### **3 Recommendations**

- 3.1 That the panel consider the potential devolution asks and give their views using the questions outlined as guidance.
- 3.2 That the panel note the future developments.

**Director:** Rob Norreys, Director  
Policy, Strategy & Communications  
**Author:** Emma Longbottom



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**Report to:** Employment and Skills Panel  
**Date:** 4 December 2017  
**Subject:** HS2 Skills and Supply Chain Growth Strategy

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## **1 Purpose**

- 1.1 Provide a summary of the HS2 Skills and Supply Chain Growth Strategy and seek the Panel's views on how this should be progressed.

## **2 HS2 Skills and Supply Chain Growth Strategy**

- 2.1 Funding was secured from Government to develop a Leeds City Region HS2 Growth Strategy. Arup have worked with colleagues at Leeds City Council to engage and consult with partners on the content of the strategy. The draft strategy was submitted to Government in October 2017 and feedback is awaited.
- 2.2 The LCR HS2 Skills and Supply Chain Growth Strategy details how the Leeds City Region is proposing to truly accelerate its development as a national and international centre of excellence for skills and supply chain expertise in High Speed and Light Rail in the UK, achieving a position of global competitiveness and driving the UK's Industrial Strategy. Building on prior successes within the city region, it includes:
- an offer to Government: what we are going to deliver, how we will do it, and the evidence base for developing these propositions;
  - how interventions are going to integrate and build on existing assets, programmes and good practice in the city region and elsewhere; and
  - how HS2 will help LCR go further and faster in realising our vision, and what we need from our partners at the local and national level to help achieve this.
- 2.3 A summary document is provided as **Appendix 1**. The Panel's views are sought regarding the implementation of this strategy.

## **3 Recommendations**

- 3.1 That the panel note and comment on the HS2 Skills & Supply Chain Growth Strategy.

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## HS2 Skills and Supply Chain Strategy

This document summarises how the Leeds City Region is proposing to truly accelerate its development as a national and international centre of excellence for skills and supply chain expertise in High Speed and Light Rail in the UK, achieving a position of global competitiveness and driving the UK's Industrial Strategy. It includes:

- our offer to Government: what we are going to deliver, how we will do it, and the evidence base for developing these propositions;
- how our interventions are going to build on existing assets and practice in the city region and elsewhere; and
- how HS2 will help us go further and faster in realising our vision, and what we need from our partners at the local and national level to help achieve this.

While programme management of the strategy's implementation will sit at the Leeds City Region level, we believe that there is a genuine need for a pan-Northern Transport Skills Taskforce to:

- Ensure alignment and maximise economies of scale in the development and delivery of skills and supply chain interventions across all Northern regions;
- Facilitate a regular dialogue between industry and education on skills needs and infrastructure demands (including a project pipeline), enabling the skills system to be more responsive to the needs of projects, complemented by the use of delivery agreements with providers;
- Speak with one voice to Government and other key partners, such as HS2 Ltd, on shared issues;
- Ensure the integration of strategy relating not only to HS2, but to Northern Powerhouse Rail, and the potential for HS3.

A similar call is emerging from the Transport for the North Skills Strategy, and our proposition is made in partnership with TfN. We welcome dialogue between Government, TfN, the Leeds City Region, and other northern city regions, to take this further.

Our offer, and why we are making it	What will we do?	How we will build on existing practice, locally and nationally	Further and faster through HS2: what is needed from partners
<p><b>We will ENTHUSE AND EXCITE a new generation of engineers, technicians and other professionals, attracting young people to the HS2 and transport infrastructure workforce in record numbers, through our HS2 Careers Insight and Careers Pathways Programmes</b></p> <p>HS2, and other infrastructure schemes, are facing a cliff wall of an ageing workforce and insufficient new entrants to industry. Skills shortages and gaps are being reported, and forecast, across all relevant sectors.</p> <p>Quality careers information and guidance plays a critical role in inspiring and preparing young people for the world of work and in meeting the above ambition.</p>	<p>We will develop the LCR HS2 Careers Insight programme and deliver to every primary and secondary pupil in the LCR. Elements of the programme could include:</p> <ul style="list-style-type: none"> <li>• Development of curriculum materials and teacher CPD</li> <li>• HS2 Ambassadors (with an emphasis on inclusivity and diversity)</li> <li>• Careers events</li> <li>• Promotional materials including ‘What Could I Be HS2?’ to share with pupils from Yr7 up, becoming more focused and specific reflecting opportunities for study, qualifications etc</li> <li>• Deployment of HS2 Careers advisers</li> </ul> <p>The programme will deliver four interactions to every pupil, in primary, year 7,8, year 11, and year 13</p> <p>The Programme will also encourage improved links between industry and schools in the shape of insight days, work experience/placements, and project challenges. A particular focus will be promoting apprenticeships as pathways into the HS2/transport infrastructure workforce.</p> <p>The HS2 Careers Pathway project will develop a mapping of the various pathways into and through the HS2 Careers Family - including the various qualifications, progression routes, institutions of study, and so on. This material, possibly taking the form of both an online and physical tool/toolkit would be made widely available in schools as part of CEIAG materials. Partners in employment support functions might also use it to refer to when working with adults looking for work/changing roles.</p>	<p>The programme will provide additionality to existing LCR/CEC Enterprise Adviser activity which currently only reaches secondary schools, and where the standard intervention is two episodes per pupil.</p> <p>We will also build on the legacy of recent and current projects such as #techgoals and the ESIF Future Jobs Programme, both of which have/are addressing careers education in sectors relevant to HS2, and the development of enhanced provision of enterprise education activity in the Bradford Opportunity Area.</p> <p>The LCR already shares LMI with education providers including schools, and this provides a firm platform for extending this with a focus on HS2/transport infrastructure.</p>	<p>The careers education system is failing. We seek Government support to rebalance the demands on schools towards a greater focus on preparing for the world of work. We also seek clarification on Govt’s intentions towards current ESIF activity and future funding.</p> <p>We want the Careers Enterprise Company to co-invest to extend the LCR Enterprise Advisor Programme. The standard EA intervention is two interactions per pupil, our proposal offers clear additionality to this standard.</p> <p>We seek HS2 Ltd’s support in sharing their careers education plans and materials so that we can complement their provision, while reflecting the opportunities in the LCR labour market. We are open to working in partnership with HS2 Ltd to deliver careers insight in LCR schools.</p>

Our offer, and why we are making it	What will we do?	How we will build on existing practice, locally and nationally	Further and faster through HS2: what is needed from partners
<p><b>Develop new and stronger pathways into the rail and transport infrastructure industry for graduates, career changers, and returners to work through our Retention and Career Changers Programme</b></p> <p>Evidence suggests a proportion of graduates in engineering subjects do not pursue career opportunities within the engineering industry or similar. There is also a net outflow of graduates aged 22-30 from Leeds to the rest of the UK (although this is reversed for other age ranges and the city actually has a net gain). It is also the case that the labour market shortages in engineering and infrastructure are unlikely to be resolved simply through graduate retention work, and attracting career changers/switchers is also a potential source of new entrants to the workforce.</p>	<p>We will develop a collaborative programme involving the public and private sectors to retain graduates in HS2 related disciplines within the LCR and specifically in the HS2/transport infrastructure workforce. We will support employers to engage with students to make them aware of career opportunities, as well as facilitating a bursary/sponsorship scheme for student placements into industry, and sponsorship of studies.</p> <p>We will also encourage the development of career switch courses, alongside traditional provision, and create career change bursaries with a focus on enabling individuals particularly from disadvantaged backgrounds to enter the workforce.</p> <p>We will explore the development of a sector specific 'skills passport' (similar to that developed for the nuclear industry, the NS4P) to provide all employees and contractors within the rail sector, including those from large employers and SMEs, with a physical record of their industry specific training and qualifications that meet the agreed sector standards, and provides the sector with a standardised approach to skills assessment, development and recognition</p> <p>We will explore the development of a visa scheme for skilled non-UK entrants to the workforce.</p>	<p>We will build on the already strong links between industry and education, expanding provision such as the #InLeeds programme.</p> <p>We will build on existing 'bootcamp' provision in sectors such as digital to inform our approach, and the development of digital bursaries in the LCR.</p> <p>Learn from the experience of the NS4P</p>	<p>Our education partners can support through maintaining and increasing their focus on graduate destinations and the mechanisms to support this while students are studying. Increased employer engagement, in a coherent and coordinated manner across the LCR, will help employers to identify the most appropriate provision/provider for them to work with.</p> <p>We will seek match funding for bursaries from employers, and their investment in student placements and sponsorship of studies.</p> <p>Support from Govt for the adoption of a similar skills passport approach to N4SP</p> <p>Support from Govt to explore a visa scheme for skilled non-UK entrants.</p>
<p><b>Meet our commitment to achieve inclusive economic growth, where all of our residents have the opportunity to increase skills levels, access higher volumes of better opportunities, and</b></p>	<p>The LCR is currently developing a proposition to create an Employment Brokerage service, linked to major infrastructure schemes, procured through WYCA (in particular the West Yorkshire Transport Fund).</p>	<p>The LCR is already recognised as a home of good practice when it comes to connecting local people to</p>	<p>While the CR is bringing forward a funded proposition for the Employment Brokerage service, additional funding will enable us to develop an HS2/transport</p>

Our offer, and why we are making it	What will we do?	How we will build on existing practice, locally and nationally	Further and faster through HS2: what is needed from partners
<p><b>progress within the labour market, and deliver record levels of local entrants, female and BME representation in the workforce through our Employment Brokerage Plus Programme</b></p> <p>Major development and infrastructure schemes, with significant recruitment needs, offer the opportunity for local people to enter into the workforce. HS2 also offers a particular opportunity to deliver a stepchange in the representation of currently underrepresented groups in the HS2/transport infrastructure industry and improve the diversity of the workforce</p>	<p>We will scale up and tailor elements of the Employment Brokerage service to focus on the employment requirements for HS2, including the development of an integrated multiagency employment 'one-stop-centre' (OSC) linked to other gateway centres, to provide comprehensive advice guidance and counselling for employment, training and enterprise opportunities related to HS2 construction and operation. In this way it will show clear additionality from HS2, going further and faster than the standard model being developed, and reflecting a direct ambition to develop the HS2 workforce of the future from within the city region.</p> <p>The OSC will provide the employment brokerage service for HS2, including building a 'talent pool' of candidates for roles across the HS2 family. This is an important variation on the currently proposed LCR Employment Brokerage service model. The OSC will be the 'go to' facility through which HS2 related vacancies, work experience and customised training opportunities will be advertised. T1 and T2 contractors and others will be encouraged to promote their opportunities through the OSC and supply chain companies will be encouraged to use the OSC to fulfil their recruitment needs.</p>	<p>employment opportunities through major developments. We are building on local expertise through the development of the Employment Brokerage service, which initially will focus on construction and infrastructure.</p> <p>We will learn from schemes such as Crossrail and others which are demonstrating positive outcomes for local people.</p> <p>We will build on our existing strong relationship with DWP to ensure a joined up approach to employment advice and recruitment activity.</p>	<p>infrastructure specialism as part of the service through expert staff.</p> <p>Maximum impact from this programme can only be achieved if the procurement of the build and operation of HS2 in the city region is aligned to the service and contractors are asked to work with the service. We will work with HS2 Ltd to support the process of employment and skills obligations through procurement of the scheme, putting our Employment Brokerage Plus service at the disposal of HS2 Ltd and its contractors to connect them to the local labour market and to target groups within it.</p>
<p><b>Support our education providers to develop innovation expertise and curricula that are global best in class through a Rail and Transport Infrastructure Catalyst Fund for both further and higher education</b></p>	<p>In order to support both skills development, particularly at higher levels, and innovation we will deliver a funding competition for education providers to develop new curriculum and innovation assets aligned to rail and transport Infrastructure. This will support the city region to develop its workforce and innovation potential, and is also aligned to DIT priorities for trade and investment.</p>	<p>This proposal follows approach of the HEFCE Catalyst Fund, although we are proposing that it is not limited to solely HE provision</p>	<p>We are seeking Govt support to engage with HEFCE to extend the Catalyst approach/envelope to fund this programme</p> <p>DIT/Innovate UK may also be able to facilitate the</p>



Our offer, and why we are making it	What will we do?	How we will build on existing practice, locally and nationally	Further and faster through HS2: what is needed from partners
<p>While our education providers are already offering and developing exciting and market leading courses and innovation facilities, we want to support them to extend the scale and calibre of this proposition to help position the CR as the UK home of Light Rail and High Speed Rail engineering and R&amp;D</p>	<p>The Fund will run over three bidding rounds, in 2019/20, 2021/22 and 2023/24</p>	<p>We will encourage collaborative bids between providers, and employers, to support the development of collaboration around the HS2/transport infrastructure sector</p> <p>While this Fund would look across the spectrum of qualifications, apprenticeships and degree apprenticeship development would be of particular interest. Go Higher West Yorkshire has submitted a bid to HEFCE's Degree Apprenticeship Development Fund, in order to strengthen the Degree Apprenticeship offer in the region. The bid included building services / engineering.</p> <p>We expect a call for bids for Institute of Technology funding in late 2017. There may be</p>	<p>specification and funding of this programme</p>

Our offer, and why we are making it	What will we do?	How we will build on existing practice, locally and nationally	Further and faster through HS2: what is needed from partners
<p><b>Become the UK centre for high speed rail engineering, with our supply chain achieving a position of international competitiveness, and beyond this, position the city region as the new UK home of transport and transit innovation, through Supply Chain Development and Accelerator Programmes</b></p> <p>With HS2 holding great potential for supply chain growth, initial indications are that the understanding of the potential opportunities from HS2 is variable. While another project seeks to raise awareness and visibility of the commercial opportunities, it is also the case that even where awareness is good, LCR businesses, particularly SMEs, may be constrained from fully accessing or competing for opportunities due to a range of internal and external challenges including the procurement process/scale and the need to partner other businesses.</p> <p>We will support a subset of our supply chain to move to a position of global competitiveness in the HSR/transport</p>	<p>Working with HS2 and other partners, raising awareness about opportunities through a programme of briefing days/ market soundings/LCR roadshows and meet the contractor events to be agreed,; encouraging businesses to identify the barriers which constrain businesses from fully accessing/competing for opportunities e.g. understanding the procurement process/scale and the need to partner other businesses; provision of bespoke advice and guidance on HS2 readiness from business support specialists, possibly supplemented by advice/mentoring from HS2 primes; enable companies to become “HS2 ready”.</p> <p>The proposal also involves linking the HS2 portal with with LA, public and University sector partners to enable essential information and up-to-date key messages to reach as many potential supply chain companies as possible. The portal would provide information about how to tender and other support available to enable supply chain companies to be “HS2 tender ready”.</p> <p>The HS2 Supply Chain Accelerator Programme, would identify potential businesses which by offering targeted support could make a significant contribution to both the HS2 project and local economic opportunities. Elements of the programme could include:</p> <ul style="list-style-type: none"> <li>• Business diagnostics aligned to HS2 readiness and potential commercial opportunities</li> <li>• Bespoke advice and guidance on HS2 readiness from business support specialists, possibly supplemented by advice/mentoring from HS2 primes</li> </ul>	<p>an opportunity to align to this programme.</p> <p>The proposed programmes build on a long history of supply chain development activity in the CR and further afield, as well as HS2 Ltd’s own supply chain promotion and support.</p>	<p>Innovate UK and the Department for International Trade to align funding and promotional activity to this new centre of excellence in these industries</p> <p>Work with the HSRIL, DIT, LEP, WYCA, Rail Supply Group and BEIS/ Government to explore the creation of a “HS2 International” which brings together HSR delivery businesses and the Government-owned client body HS2 Ltd to create a public-private partnership to market the UK skill base and experience abroad, offering a whole exportable package to potential customers.</p>

Our offer, and why we are making it	What will we do?	How we will build on existing practice, locally and nationally	Further and faster through HS2: what is needed from partners
infrastructure market, taking us from good to great	<ul style="list-style-type: none"> <li>Grant funding scheme to support specific investments (skills, capital investment in plant and machinery etc) which would enable businesses to accelerate and enhance their capacity to engage in the supply chain</li> </ul>		
<p><b>Accelerate the innovation potential of the city region and the north through the development of the Institute for High Speed Rail and Systems Integration</b></p> <p>Accelerating the uptake of innovation and emerging technologies and building the LCR and UK supply chain capabilities will play an important role in maximising the rail sector's growth and export potential. The Institute for High Speed Rail and Systems Integration (IHSRSI) responds to an identified need for HSR research into infrastructure and rolling stock, a gap in key facilities in the UK, and the opportunity to drive capability through a world leading facility in the LCR. The institute would further drive the development of the supply chain, encouraging inward investment and growing export potential. It also offers the potential for 'spin-out' commercialization.</p> <p><b>A future phase of the IC could support the testing of facilities such as Maglev; hyper loop; pick-up coil technologies;</b></p>	Support the establishment and physical development of the Institute.	<p>The City Region's HE and FE base is already rich in rail and transport infrastructure expertise, with key assets including the University of Huddersfield's Institute of Railway Research/Centre for Innovation in Rail, the Institute of Transport Studies (University of Leeds), Leeds College of Building (the UK's only specialist building college), and other assets.</p> <p>Key to this ambition of accelerating innovation potential is a collaborative approach between these centres of excellence, enabling the city region to create a coherent and comprehensive innovation offer that will attract rail customers</p>	<p>Work with DIT, LEP, WYCA, Government and LCR partners to develop a coordinated approach to increase exports and inward investment, capitalising on strengths stimulated by the Institute and also the Supply Chain Accelerator programme (see above).</p> <p>Ensure connections to the High Value Manufacturing and Transport Systems Catapults</p> <p>Funding should also be sought through private sector investment in the shape of employer support and sponsorship of facilities/posts.</p>

Our offer, and why we are making it	What will we do?	How we will build on existing practice, locally and nationally	Further and faster through HS2: what is needed from partners
hydrogen cars and electric/battery systems.		globally, as well as supply chain companies.  Link to High Value Manufacturing and Transport Systems Catapults.	

### Potential 2<sup>nd</sup> Tranche Projects

The priority of the first tranche of projects is on the construction and operation of HS2. Future projects may include the continuation of the first tranche of projects which will evolve as the market changes. It is likely that there will be a strong business case for the continuation of careers and supply chain investment, for example.

Looking ahead, technology changes will provide opportunities for the LCR to build on the current and developing expertise and asset base in digital and transport, possibly in the shape of a Transport Infrastructure Innovation Cluster focusing on the following areas/technologies:

- Smart Ticketing – The ability to make multiple mode journeys with one ticket and also removing the need for physical tickets and ticket barriers at stations.
- Autonomous Vehicles – This could include the vehicles themselves or the infrastructure to support the vehicles, or vehicle and non motorised user interaction
- Alternative fuel vehicles – Promotion of low emission and low carbon fuels
- Robotics
- Rail systems – technical development

A further opportunity for the LCR to work in partnership with Government and develop programme activity is in growing exports and inward investment in the rail and transport infrastructure space. UK investment in rail is the highest in Europe as the UK is investing over €6 billion per annum in mainline rail, and the programme of activity outlined above should contribute to the LCR supply chain becoming internationally competitive in the areas of light and high speed rail. We would look to work collaboratively with DIT/BEIS, LEP, WYCA and Northern Powerhouse and LCR rail supply chain companies to identify potential for growing exports and building competences and expertise; promote UK capability to existing OEMs and would-be investors with the aim of increasing UK content in contracts overseas and increased exports.

**Director:** Sue Cooke, Executive  
Head of Economic Services  
**Author:** Catherine Lunn



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**Report to:** Employment and Skills Panel

**Date:** 4 December 2017

**Subject:** Cross-Cutting Themes:  
More and Better Apprenticeships and Raising the Bar on High Level Skills

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## **1 Purpose**

- 1.1 The purpose of this report is to update the Panel on work to progress the priorities and actions in the cross-cutting themes in the Employment and Skills Plan: “More and Better Apprenticeships” and “Raising the Bar on High Level Skills”.

## **2 Institutes of Technology**

- 2.1 The West Yorkshire Consortium of Colleges is cultivating a partnership to submit a bid to create an Institute for Technology (IoT) aimed at developing digital skills provision. IoTs will have employers at the heart of their leadership and governance, and in the design and delivery of curriculum. IoTs will strengthen and grow provision to fill gaps in the market; they will focus particularly on technical skills at levels 4 and 5 but will extend to degree level and above (level 6+) to strengthen routes into higher levels of technical education, as well as directly into employment. See the provisional outline proposal at **Appendix 1**.
- 2.2 Government expect bidders to demonstrate in their bids that they have discussed with local LEPs or Combined Authorities their interest in the IoT competition. This is because of the important role LEPs and Combined Authorities can play in facilitating and brokering collaboration between potential bidders in an area to deliver at greater scale and impact in support of regional and national priorities for economic growth in the area.

## **3 Apprenticeships – Overview**

- 3.1 Levy paying organisations are taking their time to react to the Apprenticeship Reform changes. From April they have 24 months in which to use their levy - even large public bodies are being cautious. This is a challenge for the providers and in particular colleges who are used to a steady cash flow. The protracted nature of the ESFA non-levy tender means further uncertainty for providers. In addition the new apprenticeship funding model has led to a 2-3 month lag between a learner starting and funding commencing. This means that in many cases providers are currently delivering ‘at risk’ while employers work to facilitate funding being drawn down.

- 3.2 Providers who previously charged employers have been less effected by the 10% charge to SMEs than those who didn't. However most providers are reporting a downturn in apprenticeship starts.

#### **4 Apprenticeship Hub Programme**

- 4.1 The Education & Skills Funding Agency (ESFA) European Social Fund contract for an Apprenticeship Hub programme is being delivered by Interserve through their Absolute Apprenticeships programme. A meeting with the ESFA has been held where concerns raised by the Panel and partners were discussed. As a result a further meeting with the ESFA and the provider is scheduled for mid-December.

#### **5 Apprenticeship Grant for Employers**

- 5.1 The devolved Apprenticeship Grant for Employers (AGE) is now closed to new registrations. Checking and processing of payments will continue to March 2018.
- 5.2 To date over 3,120 SMEs have received grants to a value of £6,114,000, which has supported the employment of 3581 apprentices.
- 5.3 The devolved Apprenticeship Grant for Employers (AGE) has come to an end. The West Yorkshire Combined Authority is seeking funding for a new localised grant programme which would support businesses not previously offering apprenticeships. In anticipation of securing funding we are seeking comments and endorsement of the Employment and Skills Panel on proposed grant criteria. (**see Appendix 2**)
- 5.4 Consultation on the proposed future grant criteria has been undertaken with the Building Workforce Skills and Attracting Talent Advisory Group along with other business and training provider representatives.

#### **6 LEP Apprenticeships Marketing activity**

- 6.1 A telemarketing campaign is now underway to engage and support Levy companies. Following on from discussions at recent Employment and Skills Panels, Advisory Groups and additional informal feedback, it was identified that many Levy companies still have no plans to utilise their Levy contribution or need support in planning usage and identifying potential providers. The campaign will be supported by colleagues from the LEP Skills Service who will visit Levy companies offering a free, independent and impartial advice service. The offer will begin with an initial skills audit, development of a skills/training plan and matching of needs against apprenticeship frameworks/standards, if appropriate. Where required, links will be made to providers offering the identified apprenticeship programmes.
- 6.2 Planning is underway in relation to activity during National Apprenticeship Week and National Careers Week 2018 (w/c 5 March 2018).

- 6.3 The LEP have attended the National Apprenticeship Ambassador Conference, where discussions were held around closer and collaborative working of the local Ambassador networks and LEP priorities. Identified actions will be progressed with the Y & H Ambassador Network Chair over the coming months.

## **7 Apprenticeship Promotion in Schools**

- 7.1 Activity to promote apprenticeships in schools through the Enterprise in Schools programme continues via the team of Enterprise Co-ordinators (EC) supported by the EC with responsibility for Apprenticeships.

## **8 Raising the Bar on High Level Skills**

- 8.1 As previously reported, Go Higher West Yorkshire is a partnership of 12 Higher Education Providers – Bradford College, the University of Bradford, Calderdale College, the University of Huddersfield, Kirklees College, the University of Leeds, Leeds Arts University, Leeds Beckett University, Leeds College of Building, Leeds City College, Leeds Trinity University and Wakefield College. The partnership, with support from West Yorkshire Combined Authority/LEP, has been successful in its submission to the Higher Education Funding Council for England (HEFCE) for Degree Apprenticeship Development Funding (DADF).

Across the consortium they are now working to develop their infrastructure in order to offer the following as degree apprenticeships with an expected start date of September 2018:

- Teachers
- Registered Nurses
- Police Constables
- Social Workers
- Occupational Therapists
- Physiotherapists
- Health Care Service Practitioners
- Building Services Engineering Site Managers
- Building Services Designer Engineers
- Construction Site Managers
- Construction Design Managers
- Civil Engineers

- 8.2 The programme has an overarching theme of Social Mobility.
- 8.3 The programme supports the LEP Employment and Skills Plan priorities of Raising the Bar on High Level Skills and More and Better Apprenticeships and the WYCA Inclusive Growth agenda. The LEP is supporting the programme of activity via our involvement in the Go Higher West Yorkshire board and their Business Engagement/Programme Steering Group whilst also using our network of business stakeholders and intermediaries to raise awareness of the offer.

- 8.4 Promotion work with individuals and particularly schools will be undertaken in partnership alongside and complementary to our normal schools and apprenticeship engagement promotion and activity.

## **9 Delivery Agreements/Preparation for Devolution**

- 9.1 The seven Delivery Agreements with West Yorkshire colleges published in the summer have been well received and attracted local and national interest. These were developed following the area review and provide building blocks for strategic discussion with colleges about their current and future provision in line with economic need and in preparation for devolution of the Adult Education Budget (AEB). Initial meetings took place in November to review progress in 2016/17 against agreed aspirations and look forward at likely delivery in 2017/18.

- 9.2 In addition, and in support and preparation for AEB devolution, meetings have been held with community learning teams in the West Yorkshire local authorities (LAs) and Independent Training Providers (ITPs) [largest by contract value] who receive contracts and funding to deliver AEB activity in our locality. This included the major local sub-contractors of Learndirect.

Both groupings welcomed the meetings. It is hoped that we can develop informal agreements with the ITPs to influence the delivery in our region to ensure it is responding to local and identified need.

- 9.3 Summary of findings:

### Colleges/Delivery Agreements

- The colleges have made good progress towards their own ambitious aspirations, exceeding them in places;
- Colleges have shown a positive commitment to the process, in which they are participating voluntarily, but have asked that we ensure the process adds value;
- The Apprenticeship Reforms and Levy are having a major impact on most colleges. This is having substantial financial impact on colleges who are currently delivering 'at risk';
- T levels - many have expressed fears regarding the proposed 10 week work experience requirement of T levels, with some suggesting it will be undeliverable;
- Many colleges are alive to the fact the claimant base for Universal Credit will be different, with more long term unemployed and complex needs;
- The original proposal to undertake quarterly reviews is not appropriate and a programme of reviews needs to be established to align timings with the colleges' own reporting calendars and to use data they already have available, to reduce the reporting burden.



### Independent Training Providers (ITPs)

- A number of the ITPs bring together recruitment services and provision of training, meaning they have access to a range of individuals and employers. Many are hugely employer focused and invest in maintaining strong links with national employers. Training provision is then delivered to meet the needs of these employers;
- Most ITPs rely on sub-contracting arrangements with Primes, varying from long standing relationships to opportunistic allocation utilisation. The decisions around what provision to deliver largely sits with the sub-contractor and not the prime;
- Many ITPs employ distance learning routinely, to significantly reduce delivery costs;
- The ITPs spoken to have very strong relationships with job centres, they tailor their provision to align with JCP rules. However, many build in 'additionality' to ensure continuous support and movement towards employment for individual clients;
- WYCA is ahead of the game - the national providers had not had similar conversation with other Combined Authorities with devolution deals;
- ITPs are keen to engage and broadly willing to develop light touch Memorandum of Understanding type delivery agreements. However, without devolution these agreements will lack teeth.

### Community Learning (CL)

- Community Learning is commissioned/provided via local authorities;
- There is a wealth of excellent provision that supports individuals in the heart of communities. The benefits of community learning are wide ranging, from improved health and wellbeing through to improved outcomes for children, gaining and sustaining employment, greater community cohesion and in some cases breaking the cycle of addiction and homelessness;
- There is plethora of case studies on impact;
- Local Authorities are constantly reviewing and evaluating their provision in order to improve the quality of the provision they provide.

## 9.4 Proposed Next Steps:

### Colleges/Delivery Agreements

- That reviews should take place twice a year (spring 'light touch', autumn full data assessment and review) with the publication of an annual report (first formal report produced December 2018). A refresh of the Delivery Agreements would take place following the autumn review, beginning autumn 2018;
- WYCA facilitate a meeting between Jobcentre Plus and Colleges in relation to future AEB activity in support of the changing Universal Credit client group and future collaborative funding opportunities;
- Consider facilitating introductions between West Yorkshire Colleges and large ITPs operating locally to encourage partnership working;
- WYCA ask Government to consider the impact of apprenticeships reforms on college financial health and to carefully consider the 10 week work experience requirement of T-levels, and its potential impact on the college sector;

- A progress report be presented to ESP in December 2018.

#### Independent Training Providers (ITPs)

- Continue to engage with ITPs and develop 'light touch' delivery agreements where possible;
- Continue to look at better understanding the breadth of delivery across the region with a view to identifying niche provision so the LEP is well placed in the event of devolution.

#### Community Learning (CL)

- At the request of the local authorities, facilitate a West Yorkshire Community Learning Forum to share best practice and raise standards of provision across the region;
- Use this group to track the impact of current continuous improvement projects and look to implement effective interventions more widely;
- Continue to track efficacy of provision across the region;
- Consider inviting colleges to this forum to share best practice and encourage collaborative planning of local provision.

- 9.5 A comprehensive report on activity to date, findings and recommendations is currently being prepared by the consultant who has led on the initial development and first reviews of this piece of work.

### **10 Recommendations**

- 10.1 The Panel is asked to comment on and endorse the proposal for a West Yorkshire based Institute of Technology on digital skills.
- 10.2 The Panel is asked to comment on and endorse the outline grant criteria for a future proposed apprenticeship grant for employers.
- 10.3 The Panel is asked to comment on and endorse the proposed next steps in relation to the Delivery Agreement/Preparation for AEB activity.
- 10.4 The Panel is asked to note and comment on the progress of activity against the More and Better Apprenticeships and Raising the Bar on High Level Skills priorities.



Department  
for Education

## Institutes of Technology – Pro-forma

This pro-forma is for those who would like to register an interest in the Institutes of Technology (IoT) initiative. This information is for internal use, to enable the IoT team to understand what type of IoT bids we can expect to receive.

Once completed, please send the pro-forma to the IoT team at the Department for Education by **31 October 2017** at: [institute.technology@education.gov.uk](mailto:institute.technology@education.gov.uk)

Project information	
<b>Lead institution</b>	West Yorkshire Consortium of Colleges
<b>Working Project title</b>	West Yorkshire Institute of Technology.
Contact for the proposal	
<b>Title and full name</b>	Joanne Patrickson Louise Tearle
<b>Position</b>	Project Director (JP) Partnership Director (LT)
<b>Address for correspondence</b>	c/o Leeds City College Technology Campus Room 103 Cookridge Street Leeds LS2 8BL
<b>Phone</b>	0113 216 2041 07917 378898
<b>E-mail</b>	joanne.patrickson@westyorkshirecolleges.ac.uk louise.tearle@leedscitycollege.ac.uk
Partners	
<b>Organisation name:</b> (add rows as required)	
<p>The following partners have been identified and given their support to the IoT proposal to improve &amp; advance curriculum offer at Level 4 &amp; above. This will play a critical &amp; integral role in supporting the digital talent pipeline to access future progression &amp; employment opportunities. Employers will provide highly skilled &amp; relevant governance to the IoT SPV, advising &amp; supporting at all stages of development &amp; implementation.</p> <p>Collaboratively the following partners will harness the collective assets, resources and expertise to deliver the IoT agenda creating a prestigious and distinct identity for both the institutions and learners.</p>	
<b>FE Partners</b> Bradford College	

Calderdale College Kirklees College Leeds City College Leeds College of Building Shipley College Wakefield College	
<b>HE Partners</b> University of Huddersfield University of Bradford University of Leeds Leeds Trinity University Open University	
<b>Employer Partners</b> Digital <ul style="list-style-type: none"> <li>- Docman</li> <li>- Sacrophagus</li> <li>- Statement</li> <li>- Sky</li> <li>- Sun Branding / Sun Digital</li> <li>- Exa Networks</li> <li>- AQL</li> </ul> Engineering: <ul style="list-style-type: none"> <li>- Advanced Diesel Engineering</li> <li>- SEW eurodrive</li> <li>- Reliance Precision Ltd</li> </ul> Financial Technology <ul style="list-style-type: none"> <li>- Covea Insurance</li> </ul> Digital Creative Technologies <ul style="list-style-type: none"> <li>- Screen Yorkshire</li> </ul>	Advanced Manufacturing (Additive Manufacturing) and Supply Chain Management <ul style="list-style-type: none"> <li>- Renishaw</li> <li>- EOS</li> <li>- 3m Buckley Innovation Centre</li> <li>- National Physical Laboratory (NPL) national standards in metrology</li> <li>- Manufacturing Technologies Association</li> <li>- The Manufacturing Technology Centre</li> <li>- GrowAM</li> </ul> Digital Technology for Infrastructure Development <ul style="list-style-type: none"> <li>- BAM</li> <li>- Topcon</li> <li>- NG Bailey</li> </ul>
<b>List LEP and Local Authority Areas covered by the proposal</b>	
<b>LEP and Local Authority Areas name:</b>	
<p>The proposal will deliver high-level technical skills that employers need across the Leeds City Region and has robust support from the listed FE, HE &amp; Employer partners above. The proposal is supported by the Leeds City Region Enterprise Partnership and is being considered for formal approval at the next Employment &amp; Skills panel in December 17.</p> <p>The IOT will have a central base which is proposed to be located in Bradford; designated as an Opportunity Area as part of the Government's strategy to improve social mobility and help to achieve Government ambitions of seeing <i>'more disadvantaged young people attending the very best universities, winning places on apprenticeships, entering the top professions, and progressing through the most rewarding careers'</i></p> <p>Working intrinsically with the central IoT will be 7 pivotal centres located within the FE Colleges, utilising designated space to deliver IoT specialisms as prescribed below. The proposed delivery model will ensure coherent alignment of government initiatives to yield maximum impact on areas where social mobility has been lacking.</p>	

## Project description:

### Legal Structure & Model

This is a collaborative proposal, bringing together partners who have demonstrable success in collectively meeting regional skills & employment priorities. It will be led by the Joint Venture established by the seven FE West Yorkshire Colleges to ensure the effective utilisation of the combined strengths of the colleges, building on existing custom, practice & expertise and implementing the recommendations of the Area Review. The Joint Venture has a distinctive identity, which is independent of its partner institutions.

The Joint Venture has also brought together five HE Institutions and 21-city region based employers ensuring strong employer & institutional engagement in governance, leadership, design and delivery. Governance for the IoT will be via a parallel Special Purpose Vehicle (SPV) to the current Joint Venture to provide governance space for employers and HEI's to operate the IoT agenda and ensure financial viability and resilience. The range and size of the partnership provides sufficient scale to be successful with demonstrable impact.

### Curriculum Offer

The IoT will deliver high quality industry-relevant teaching in new curriculum areas, using industry standard facilities and equipment; and be responsive and agile in meeting the current and future needs of local, regional and national industries. The IoT will specialise in teaching technical disciplines, with a particular focus on STEM to meet industry demand for growth and to increase the supply of technical skills that will drive Leeds City Region productivity.

Curriculum delivered through IoT will be new provision at skill level 4-5 (sub degree level) extending to degree level & above and aligned to the skill needs of the Leeds City Region Skills Plan 2016 – 2020. It will improve the occupational competency of learners to meet the needs of new and existing employers now and in the future with a credible high quality complement to purely academic routes. Collaborating with our HE partner institutions, the new curriculum offer will strengthen routes into HE creating a clear technical education pathway to high skilled, high wage employment.

The IoT offer will provide a step change, the provision of technical education at higher levels, supporting the increased pace of technological change and providing commitment to improving & advancing curriculum offer at Level 4 and above within the Delivery Agreements of Leeds City Region. It will concentrate on digital technologies required by specific industries & employers in the following priority skill areas:

1. Advanced Manufacturing and Supply Chain Management (CAD & Manufacture – 3D solid modelling, modelling and virtual prototyping / Manufacturing automation, systems integration and digital control technology / Process simulation and modelling / Digital manufacturing systems technology)
2. Computer Systems (Networking / Coding / Cyber security/Cloud computing / Internet infrastructure)
3. Digital Health Technology (Health informatics / Medical electronics and instrumentation)
4. Digital Technology for Infrastructure Development (CAD & Analysis / Building Information Management Systems / Transport systems design and planning 'Smart Cities' / Intelligent buildings technology – intelligent building design, facilities management for intelligent buildings / Advanced manufacturing Technology for Building)
5. Financial Technology (Betting and gaming / Automated technology for insurance, banking, trading)
6. Digital Creative Technologies (Computer games design / Interactive journalism tech / Film & TV Production)

### Fit with Local & Regional Skills Needs

The IoT will respond to the subject areas relevant to the priority sectors of the City Region particularly in STEM & Digital Skills (Software Coding) and where skill shortages are particularly evident and which are critically important to the region's economy. The IoT offer will increase the number of individuals with technical and job specific digital higher level skills with a result of a more highly skilled, digitally proficient & productive pipeline. The IoT will be suitably placed in Leeds City Region as a result of:

- It is already a major hub for data analytics, Financial services, Fintech, Health informatics, betting & gaming & internet connectivity. IXLeds is the only independent, not-for-profit internet exchange outside of London with a clear opportunity for cyber capability to support growth and employment within the wider region.
- Prevalent skills shortages exist in the digital industry & the gap between the City Region and the national average at Level 4 and above is widening. Digital is also a unifying sector which bridges City Region strengths with broader northern powerhouse digital & infrastructure capabilities.



IoTs LinkedIn Terms  
of Reference.docx

Join the Institutes of Technology LinkedIn Group [here](#) or search 'Institutes of Technology – DFE' on the LinkedIn website.

## DRAFT/PROPOSED APPRENTICESHIP GRANT CRITERIA 2018 V2 (9.11.17)

The devolved Apprenticeship Grant for Employers (AGE) has come to an end. The West Yorkshire Combined Authority is seeking funding for a new localised grant programme which would support businesses not previously offering apprenticeships. In anticipation of securing funding we are seeking endorsement from the Employment and Skills Panel for proposed grant criteria, based on the following rationale.

### Rationale

- From a business stock of over 119,000 on average only between 9% and 15% (10,710 and 17,850 respectively) of businesses across the City Region offer apprenticeships. Therefore approximately 101,000 plus businesses have never offered apprenticeships before and we would like to engage them. However, depending on funding stream availability the offer may be restricted as previously to the Combined Authority geography, or West Yorkshire and York, rather than the whole Leeds City Region.
- The grant would support businesses taking on a 19-24 year old apprentice employee and into a new post. This criterion would complement the national funding model which provides a grant for £1,000 for businesses taking on a 16-18 year old.
- The apprenticeship wage for the first year of an apprenticeship for anyone aged 19+ is £3.50 (below national minimum wage). National Living Wage only applies to anyone aged 25 or above. We would look to provide an enhancement for businesses paying the national minimum wage to the apprentices. This enhancement would support our Inclusive Growth priorities.
- Priority would be given to the LEP core sectors - Digital, Engineering and Manufacturing, and Infrastructure and Construction, with the addition of Healthcare (to be defined). However, we need to encourage apprenticeships offered in specialist skills within the core sectors eg not an admin post in a construction company. We would therefore look to award an enhancement against specific qualifications within priority sectors.
- LMI shows a gap in higher/degree level skills.
- In the original LEP AGE programme 95% receiving the grant were from businesses with 50 or less employees.

### Core Criteria

- Businesses with 50 or fewer employees who have not taken/offered an apprentice before;
- The apprenticeship being offered is a new post to the company;
- The apprenticeship being offered is for a 19-24 year old;  
(cannot be used where a current employee is undertaking apprenticeship training framework/standard)

*Dependent on additional funding secured would determine grant value, lifespan of the grant and number of grants available per business.*

<b>Additional incentives via a premium <u>per</u> criteria/priority:</b>
Enhanced pay rates - where the SME agrees to pay as a minimum the national minimum wage [currently £5.20 18 to 20; £7.05 21 and over]
Higher/Degree Apprenticeship – any sector/standard
Apprentice taken in LEP priority sectors/Qualifications <ul style="list-style-type: none"> <li>• Construction, Planning and the Built Environment</li> <li>• Engineering and Manufacturing Technologies</li> <li>• Information and Communication Technology/Digital</li> <li>• Healthcare</li> <li>• Science and mathematics</li> </ul>

**Questions:**

Are the proposed core criteria appropriate? If not, why?

Do the proposed new grant criteria respond to/reflect LEP Employment and Skills Priorities?

What would a minimum value need to be for the core grant to incentivise SMEs to offer apprenticeships?

Any additional comments/feedback/suggestions?



**Director:** Sue Cooke, Executive  
Head of Economic Services  
**Author:** Sonya Midgley



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**Report to:** Employment and Skills Panel

**Date:** 4 December 2017

**Subject:** Great Education Connected to Business

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## **1 Purpose**

- 1.1 To update the Panel on the work to progress the priorities and actions in the “Great Education Connected to Businesses” priority of the Employment and Skills Plan.

## **2 Advisory Group Report**

- 2.1 The group met on 3 November, chaired by Karen Milner. Verbal updates were provided on the following activity:
- Enterprise Adviser programme
  - Opportunity Area
  - National Careers Service
  - Apprenticeship activity
- 2.2 The group reviewed the project performance “dashboard” and agreed that progress towards targets was on track.
- 2.3 The group also discussed proposed KPIs for 2018-2021 and the opportunities for quality reporting. The group welcomed the inclusion of quality benchmarks aligned to the national Gatsby Benchmarks which will allow comparison across performance indicators in this area nationally.

## **3 Enterprise in Education**

- 3.1 The **Enterprise Adviser Network (EAN)** is now working with 139 secondary schools in Leeds City Region, and 129 senior business leaders to connect and coordinate careers and enterprise activities with schools and colleges through strategic planning and mapping to the Gatsby benchmarks (see 3.6). Project performance indicates 11,535 new employer encounters created directly through the network between April and November 2017, including 4,178 to disadvantaged learners.
- 3.3 The **Opportunity Area** action plan is being created by the Partnership Board and will be published following approval from the Secretary of State. Further opportunities for stakeholders to engage with the agenda will be available after the launch of the event.

- 3.4 An **employer engagement event** delivered in partnership with the Careers and Enterprise Company and Bradford Council will take place on Wednesday 6 December, at Midland Hotel, between 9-11am. The event is for employers only to shape the careers and enterprise enhanced offer to ensure every young person in Bradford has a minimum of four or more employer encounters as a driver for social mobility. Employers can attend the workshop, which will include speakers from DfE, CEC, WYCA and Bradford Council through the following link  
<https://www.eventbrite.co.uk/e/bradford-opportunity-area-employer-workshop-tickets-39440844628>
- 3.5 The CEC have also released details of a new **Opportunity Area Investment Fund** (closing date 8 December 2017), with local workshops to find out more taking place in Bradford on 21<sup>st</sup> November, between 11 – 4.00pm with booking essential via  
<https://doodle.com/poll/9e35prsm2xhwy5c>
- 3.6 Anne Milton, Minister for Skills and Apprenticeships, gave a speech on 7 November which offered some insight in to the long-awaited **careers strategy** including the 4 main themes:
- Career leaders – schools should use the Gatsby benchmarks of good career guidance which advocate:
    - A stable careers programme
    - Learning from career and labour market information
    - Addressing the needs of each pupil
    - Linking curriculum learning to careers
    - Encounters with employers and employees
    - Experience of workplaces
    - Encounters with further and higher education
    - Personal guidance
  - Encounters with providers and employers
  - Tailored support from personal advisors
  - Data – making more use of the available information on jobs and careers.
- This is in line with the principles within the LCR Employment and Skills Plan and is encouraging.

#### **4 Careers campaign**

- 4.1 As previously reported, a careers campaign is being developed in line with the Employment and Skills Plan priority ‘to ensure that careers information, advice and guidance is impartial, and based in robust LMI and targets at parents and teacher as well as pupils’ with the aims of:
- Simplifying and enriching messages about careers choices
  - Raising awareness and influencing opinions of key influencers about City Region’s key sectors and its career opportunities
  - Addressing misconceptions about the North and instilling a sense of pride amongst young people that they are from and part of Leeds City Region

- 4.2 A creative brief is being designed to meet the aims above and principles established through the focus groups. A high-profile campaign is expected to go live during National Careers Week / National Apprenticeship Week, w/c 5 March 2018.
- 4.3 A series of materials and tools for parents, young people, practitioners and Enterprise Advisers will be created and based on the Leeds City Region Labour Market Analysis so that a suite of materials is available to use by delivery organisations, following feedback from a number of key stakeholders to address the need for readily available information about LCR labour market. The materials will complement and build upon the 'Shape Your Future' series that is already well-received by schools and educators. A series of workshops will be delivered to key stakeholders; Employers, Careers and enterprise organisations early next year in preparation for the campaign in early March.
- 4.4 Deirdre Hughes has been commissioned by Careers Yorkshire and Humber to design a 'Careers Pledge' for the region, following early consultation this has being re-shaped to Leeds City Region. Deidre is working on a paper for a pledge (see **Appendix 1**) that will be tailored to fit with the Leeds City Region landscape and ambitions. In is anticipated that this will be drafted and circulated to the Panel in the New Year for consideration before consultation takes place.

## **5 Recommendations**

- 5.1 The Panel is asked to:
- Note the update from the Advisory Group;
  - Note and support the progress of activity against the "Great Education Connected to Businesses" priority.
  - Comment on the proposed Leeds City Region Careers Pledge

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## Leeds City Region Careers Pledge

1. Every young person in the region should have access to ***impartial, independent and personalised careers education, information, advice and face-to-face guidance in their local community.***
2. Every secondary school and college should have in place ***an explicit publicised policy on young people's experiences of the world of work, links with business, careers provision and destination outcomes.*** That policy should be reviewed and approved by the governing body at least every three years. All schools and colleges should also report annually on delivery of the policy.
3. Every secondary school and college should have ***a governor with designated oversight for ensuring the institution supports all students to relate their learning to careers and the world of work*** from an early age. Other local community organisations could also consider a similar designated oversight role within their own organisations.
4. Every secondary school and college should have ***up-to-date, user-friendly labour market intelligence/information (LMI) readily accessible*** by young people, teachers and parents/carers.
5. Every young person in the region should have completed ***at least 100 hours experience of the world of work***, in some form, by the time they reach school leaving age. This may include career insights from industry experts, work tasters, coaching, mentoring, enterprise activities, part-time work, work shadowing, work experience/supported work experience and other relevant activities.
6. Lessons from this and other elements of the careers and employability journey should be captured in a ***personalised digital portfolio.*** This will provide a strong foundation for young people to take responsibility for capturing learning and experiences from an early age (and beyond the age of 16) and support their careers activities with employers.
7. The quality of careers provision should be strengthened by ***developing 'careers clusters' to share resources in improving awareness of the local labour market and the wider region's labour market, and supporting school and college leaders in a whole-school approach to plan and deliver careers provision.***

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**Director:** Sue Cooke, Executive  
Head of Economic Services  
**Author:** Emma Longbottom



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**Report to:** Employment and Skills Panel

**Date:** 4 December 2017

**Subject:** Building Workforce Skills and Attracting Talent

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## **1 Purpose**

- 1.1 The purpose of this report is to consult the Panel on the work to progress the priorities and actions in the “Building Workforce Skills and Attracting Talent” priority of the Employment and Skills Plan.

## **2 Advisory Group Report**

- 2.1 The group met on 27 October. Verbal updates were provided on the following activity:
- Apprenticeships support to businesses
  - Development of higher level skills provision
  - Skills Service
  - Sector activity
- 2.2 The group welcomed the support being given to businesses to make the most of apprenticeships in the context of the levy and were interested in the development around degree level apprenticeships. They commented that the introduction of the apprenticeship levy has given an opportunity for businesses to re-consider their recruitment practices.
- 2.3 The group were interested in the investment from the LEP in a Business Development and Marketing Officer (Digital Skills) and offered to support the role in the development of work to promote the digital sector.

## **3 Sector Skills**

- 3.1 A ‘Maximising Good Growth Benefits through Procurement’ Policy Statement was endorsed previously by the LEP Board and the Combined Authority. The initial phase of implementing this policy statement is that Employment and Skills clauses were included in the invitation to tender to be part of the consultancy framework for the West Yorkshire Transport Fund, in order to maximise the local employment outcomes generated by the scheme.
- 3.2 10% of the overall marks were allocated to good growth and suppliers gave details on how they would embed the following agenda’s into their work:

- 1) Employment
  - 2) Apprenticeships and traineeships
  - 3) Skills development
  - 4) Engagement with schools, colleges and universities
  - 5) Opportunities for SME's and local suppliers
  - 6) Environmental and carbon reduction benefits
- 3.3 Work is ongoing with colleagues in the WYCA procurement team to continue to embed the Good Growth policy into future procurement exercises.
- 3.4 Working with colleagues from DWP and Local Authority officers, an Employment Brokerage model has been developed to support successful tenderers to meet their employment and skills requirements, and to support positive outcomes (eg schools engagement, apprenticeships, jobs for people previously unemployed) to be generated by major schemes. This approach will be piloted when the West Yorkshire Transport Fund contracts are in place, and adapted if required before being fully rolled out and widely promoted. We are also promoting this offer to potential inward investors who may require support with recruitment.
- 3.5 To support the promotion of digital careers in the region a Business Development and Marketing Officer (Digital Skills) has been recruited. This role will launch a national promotional campaign and secure employer sponsorship to continue and further develop the campaign.
- 3.6 An outline application was submitted for the ESIF Career Development Fund to develop [re]boot, a scheme to support individuals to retrain and move into digital and engineering careers. Following an assessment by the Managing Authority the application has been accepted at outline stage and may progress to the submission of a Full Application. Delivery is expected to begin in April 2018.

#### **4 LEP Skills Service**

- 4.1 The Skills Service closed for new grant applications on 31 March 2017. All training was completed by 30 June 2017 and final payments to business were paid by 29 September 2017.
- 4.2 The total contract figures regarding this contract are:
- 3702 enquiries received
  - 3238 businesses engaged
  - 2096 skills assessments have been completed
  - 1521 grant applications awarded
  - 10449 people have been upskilled
  - £3.13m grants have been approved
- 4.3 An overview of the awarded grants is shown below:



#### Total number of grants awarded by area

District	Cumulative number of grants awarded	%	Cumulative value of grants awarded	%
Barnsley	79	5%	£163,886.66	5%
Bradford	164	11%	£348,629.91	11%
Calderdale	64	4%	£111,683.72	4%
Craven	21	1%	£35,584.83	1%
Harrogate	117	8%	£261,506.09	8%
Kirklees	202	13%	£410,264.43	13%
Leeds	525	35%	£1,054,304.69	34%
Selby	22	1%	£78,438.52	3%
Wakefield	190	12%	£322,640.37	10%
York	137	9%	£340,338.74	11%
	1521	100%	£3,127,277.96	100%

#### Total number of grants awarded by sector

Sector	Cumulative number of grants awarded	%	Cumulative value of grants awarded	%
Construction and Low Carbon	199	13%	£388,220.13	12%
Creative & Digital	303	20%	£665,002.36	21%
Finance & Business	445	29%	£831,394.68	27%
Hospitality & Tourism	62	4%	£127,907.72	4%
Manufacturing & Engineering	445	29%	£1,030,036.64	33%
Medical Technology	30	2%	£36,326.30	1%
Transport & Logistics	37	2%	£48,390.13	2%
	1521	100%	£3,127,277.96	100%

- 4.4 A number of businesses who had grants allocated to them have chosen not to complete the training or fewer individuals have completed the training that initially planned, therefore the final figures are lower than the figures previously reported.
- 4.5 The West Yorkshire Consortium of Colleges has submitted a Full Application to deliver the continuation of the Skills Service, which will be funded through European Social Fund until 2020. A letter has been received stating that DWP intend to award the contract, therefore it is expected that delivery will commence from January 2018.
- 4.6 In the interim the Skills Service Advisors have been maintaining the Skills Service brand and providing a comprehensive training and skills planning service to support businesses to identify skills gaps and skills development needs linked to business growth objectives, including apprenticeship support.
- 4.7 An evaluation of the Skills Service has been undertaken and a summary of the findings will be presented at the meeting.

## **5 Recommendations**

### **5.1 The Panel is asked to:**

- Note the update from the Advisory Group;
- Consider the learning points from the Skills Service evaluation and how this could shape any future funding opportunities;
- Note and comment on the progress of activity against the “Building Workforce Skills and Attracting Talent” priority.

**Director:** Sue Cooke, Executive Head of Economic Services  
**Author:** Emma Longbottom, Dixie Potter



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**Report to:** Employment and Skills Panel  
**Date:** 1 September 2017  
**Subject:** Employability, Accessing Jobs and Realising Potential

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## **1 Purpose**

- 1.1 The purpose of this report is to consult the Panel on the work to progress the priorities and actions in the “Employability, Accessing Jobs and Realising Potential” priority of the Employment and Skills Plan.

## **2 Advisory Group Report**

- 2.1 The group met on 30 October. Verbal updates were provided on the following activity:
- Social prescribing pilot
  - Apprenticeships support to businesses
  - Development of higher level skills provision
  - JCP Personal Support Package
- 2.2 The group welcomed the proposed support being developed for individuals with complex health needs.

## **3 Social Prescribing Pilot**

- 3.1 As detailed previously, the final phase of the Headstart project will focus on piloting a social prescribing model working with GP surgeries.
- 3.2 A pilot programme is being developed with City of York Council and some York based GP’s. The programme will concentrate on encouraging clinical staff to ‘socially prescribe’ to non-clinical services, for example employment support or skills. The pilot will target a small numbers of individuals, working in a very targeted way to develop research data. As detailed in September, the primary target group for this support will be over 50’s, however it will also be offered to all age groups.
- 3.3 We expect the project will launch in the New Year, an update will be provided on progress at the ESP in March 2018.

## **4 Work and Health**

- 4.1 The Work and Health Programme is a welfare-to-work programme which will provide specialised support for those unemployed for over two years and, on a voluntary basis, to those with health conditions or disabilities. The Programme will be run by service providers awarded contracts by the government. The Programme will target people who with specialist support are likely to be able to find work within 12 months. It takes the place of two existing welfare-to-work schemes, the Work Programme and Work Choice, although many jobseekers who would previously have been supported by the Work Programme will now receive support directly through Jobcentre Plus rather than the Work and Health Programme
- 4.2 The Programme forms part of a wider package of employment support for people with disabilities, as outlined in the Government's Work, Health and Disability Green Paper: Improving Lives, published in October 2016. The Green Paper also includes proposals to increase the level of employment support provided to disabled people through the Jobcentre Plus network.
- 4.3 Following a comprehensive commissioning process undertaken by Department of Work and Pensions, contracts have now been awarded. Support for individuals within Leeds City Region will be provided by Reed in Partnership, the contract will commence in January 2018.
- 4.4 Following a meeting with the DWP District Manager for West Yorkshire, it has been suggested to bring a report and discussion on Jobcentre Plus support programmes, including Universal Credit, to the next Panel meeting in March.

## **5 Recommendations**

- 5.1 The Panel is asked to note the update from the advisory group and comment on any of the work underway.