

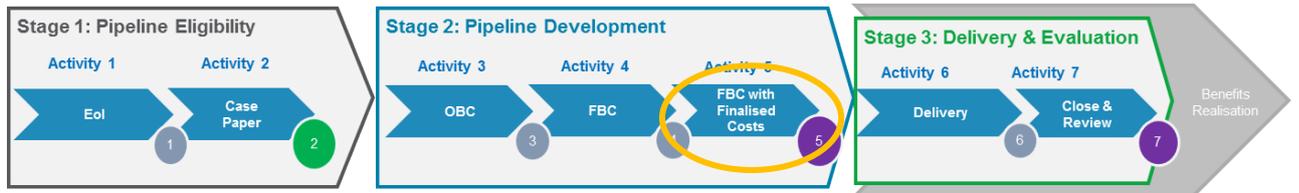
## Scheme Summary

<b>Name of Scheme:</b>	[re]boot Programme
<b>PMO Scheme Code:</b>	WYCA-E&S-001
<b>Lead Organisation:</b>	West Yorkshire Combined Authority
<b>Senior Responsible Officer:</b>	Emma Longbottom
<b>Lead Promoter Contact:</b>	Head of Employment and Skills
<b>Case Officer:</b>	Paul Coy
<b>Applicable Funding Stream(s) – Grant or Loan:</b>	European Social Investment Funding
<b>Growth Fund Priority Area (if applicable):</b>	Priority Area 2 - skilled people, better jobs and better connected
<b>Approvals to Date:</b>	Detail latest decision point and what was approved, particularly costs and timescales and when
<b>Forecasted Full Approval Date (Decision Point 5):</b>	September 2018 – Investment Committee
<b>Forecasted Completion Date (Decision Point 6):</b>	March 2021 – Financial Completion
<b>Total Scheme Cost (£):</b>	£3.145 million
<b>Combined Authority Funding (£):</b>	£2.870 million
<b>Total other public sector investment (£):</b>	£1.373 million
<b>Total other private sector investment (£):</b>	£200,000
<b>Is this a standalone Project?</b>	Yes
<b>Is this a Programme?</b>	Yes

Is this Project part of an agreed Programme?

No

### Current Assurance Process Activity:



### Scheme Description:

#### Specific activities to be undertaken

[re]boot will offer individuals the chance to upskill, gain new skills/qualifications and enter employment within key regional sectors. In order to do this the programme will apply the following model:



**Access** - The programme will be actively marketed and promoted using West Yorkshire Combined Authority's highly developed communications team. Using social media, a careers campaign and partners/stakeholders, we will actively target:

- individuals in work;
- graduates who are underemployed or under-utilised and therefore disadvantaged in the labour market;
- individuals who are returning to the labour market after a period of absence;
- people considering a career change.

Individuals will access the programme through an online/telephone booking process and will be assessed against the eligibility of the programme. During this stage individuals' will complete an assessment to identify their needs, this will enable delivery partners and sub-contractors to shape provision according to need.

**Advance** – Individuals will advance their skills, gaining employability and sector-specific skills relating to key sectors. Provision will include study leading to qualifications, peer mentoring, confidence building and sector focused information regarding the workplace. Each individual's journey will be unique and developed based on their needs and ambitions.

A tailored employability support programme (accredited at L2, where required) will be available for individuals who require this support, this may include: CV development; interview experience; life skills; problem solving; confidence building; work place etiquette sessions; and 'meet an employer' sessions. This is following feedback from employers who have stated that many applicants, particularly graduates with strong technical skills, lack basic employability skills and have low confidence.

Sector-specific training will be available relating to the Leeds City Region (LCR) key skills shortage sectors – Digital, Engineering & manufacturing and Construction & infrastructure. Training will be at level 3 and above and will be tailored to employer and individual need with flexible delivery options for example, a full-time programme which will be delivered Monday – Friday over 6 weeks or a weekend programme running over 12 weeks.

These options will have the same content but will be delivered differently to maximise opportunities for all. The 6-week programme will appeal to a range of individuals including recent graduates (who have studied different disciplines) and those currently outside, but close to, the labour market (carers, parents looking to return to work). The weekend programme will appeal to individuals already in employment, looking to change career direction. Delivery will be flexible to the needs of individuals.

The programme content will reflect the needs of employers in the region, building on data collected through the LCR LEP, and feedback from employer networks.

For example, training aimed at the digital sector, will focus on programming and software development (covering industry skills which will build upon the employability module, followed by Agile Software Development, and at least one language such as Python). Each programme will have a significant live project element which will allow all learners experience of leading a real-world development. Dependent on individual and employer need, additional content covering different themes such as data analytics and security will be explored.

Ongoing dialogue with employers, colleges and universities will ensure that the skills gained are transferable as far as possible, allowing career progression through employment and further / higher education. As such delivery content will be flexible so that it can meet the changing needs of the LCR labour market throughout the period of delivery.

**Accelerate** – During the accelerate phase of the programme individuals will be supported to apply for employment in key sectors, to progress within their employment and enhance their career.

Employment brokerage services will form an integral part of the project, connecting individuals with real job opportunities, within key sectors, and putting employers at the heart of the project. Existing partnerships with local businesses, established by the Combined Authority through the LEP brand and including Headstart, City Deal Apprenticeship Hubs Programmes, Apprenticeship Grant for Employers, LEP Skills Service, LEP Growth Service, and Enterprise in Education, as well as a range of employer panels and advisory groups will be exploited to increase the volume and range of job opportunities on offer.

The customer journey for an individual is detailed in the diagram below.

### **Promotion/Marketing**

[re]boot will be promoted and marketed by the Combined Authority. In August 2018, a Discover Digital ([www.discoverdigital.org.uk](http://www.discoverdigital.org.uk)) campaign will be launched for the region aimed at encouraging individuals to consider digital careers. In September, an adult skills campaign will be launched to encourage adults to upskill/reskill. Both campaigns will be across the Leeds City Region and will promote skills through websites, posters, social media and leaflets. The campaigns will include calls to action for individuals to access [re]boot.

In addition, Delivery Partners and Sub-contractors will also promote [re]boot.

## **Assessment/Access**

The calls to action from websites will funnel individuals to an online/telephone booking process where they will be assessed against the eligibility of the programme. During this stage individuals' will complete an assessment to identify their needs, this will enable delivery partners and sub-contractors to shape provision according to need.

## **Employability**

Individuals will advance their skills, gaining employability and sector specific skills relating to key sectors. Provision will include study leading to qualifications, peer mentoring, confidence building and sector-focused information regarding the workplace. Each individual's journey will be unique and developed based on their needs and ambitions.

A tailored employability support programme (accredited at L2, where required) will be available for individuals who require this support, this may include: CV development; interview experience; life skills; problem solving; confidence building; work place etiquette sessions; and 'meet an employer' sessions. This is following feedback from employers who have stated that many applicants, particularly graduates with strong technical skills, lack basic employability skills and have low confidence.

## **Sector Specific Training**

Sector specific training will be available relating to the Leeds City Region (LCR) key skills shortage sectors – Digital, Engineering & manufacturing and Construction & infrastructure. Training will be at level 3 and above and will be tailored to employer and individual need with flexible delivery options for example, a full-time programme which will be delivered Monday – Friday over 6 weeks; or a weekend programme running over 12 weeks.

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The programme content will reflect the needs of employers in the region, building on data collected through the LCR LEP, and feedback from employer networks.

For example, training aimed at the digital sector, will focus on programming and software development (covering industry skills which will build upon the employability module, followed by Agile Software Development, and at least one language such as Python). Each programme will have a significant live project element which will allow all learners experience of leading a real-world development. Dependent on individual and employer need, additional content covering different themes such as data analytics and security will be explored.

Ongoing dialogue with employers, colleges and universities will ensure that the skills gained are transferable as far as possible, allowing career progression through employment and further / higher education. As such delivery content will be flexible so that it can meet the changing needs of the LCR labour market throughout the period of delivery.

## **Job Matching**

Employment brokerage services will form an integral part of the project, connecting individuals with real job opportunities, within key sectors, and putting employers at the heart of the project. Existing partnerships with local businesses established by WYCA through the LEP brand and including Headstart, City Deal Apprenticeship Hubs Programmes, Apprenticeship Grant for Employers, LEP Skills Service, LEP Growth Service, and Enterprise in Education, as well as a

range of employer panels and advisory groups will be exploited to increase the volume and range of job opportunities on offer.

Employer engagement is a cross-cutting theme throughout this model. The Business Development & Marketing Officer will actively target employers who have vacancies and are struggling with skills shortages. A matching service will then be used to match individuals who have undertaken training to available vacancies. We will work with employers to evaluate this process throughout the delivery period to ensure it is meeting their needs.

### Tracking destinations

Delivery partners and subcontractors will monitor the destinations of individuals three months after they have completed their training to ensure they have progressed. Though this is not a key deliverable of the scheme, we believe that this is good practice and ensure that WYCA is able to evidence the impact of the [re]boot interventions.

In addition employers will also be supported for three months once they have employed alumni of the training, to ensure that they are happy with the individual and with [re]boot overall.

### Business Case Summary:

#### Strategic Case

The outputs and outcomes that will be generated by the project align with a range of objectives and priorities set out in the Leeds City Region Strategic Economic Plan and Employment and Skills Plan.

With regard to the ESP objective of Raising the bar on high level skills, the project will contribute to the following priorities:

- Develop provision that addresses current and future labour market requirements
- Develop high-level skills and capabilities to drive productivity and innovation within the region
- Raise aspiration to progress into higher level learning.

With regard to Employability, accessing jobs and realising potential the project will:

- Equip people with the skills needed to progress in work including low paid workers and those in receipt of in-work benefits
- Shape support for people to access a pipeline of new job opportunities, particularly in growth sectors.

With regard to Building workforce skills and attracting talent the project will:

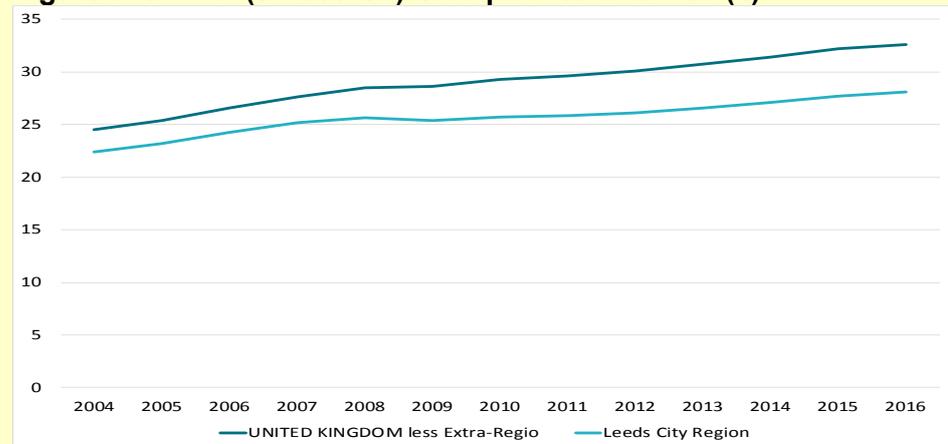
- Reduce skills shortages facing businesses in growth sectors by growing talent.

[re]boot will focus on the needs of the Leeds City Region, addressing two key skills gaps areas that both the LEP and employers have identified. The LEP's Employment and Skills Plan identified significant skills shortages in preparing to deliver major capital/infrastructure schemes and digital schemes. This will help deliver against national policy priorities such as delivering the skills needed to make a success of HS2. There is a strong

	<p>focus on social mobility through the programme and the outputs support the Combined Authorities inclusive growth priorities.</p> <p>It will address these skills gaps, responding to employer needs, national policy demands, and local economic demand, by targeting employed people and graduates seeking work (aligning with Investment priority 2.1), enhancing skills to allow career change and progression into identified priority areas of growth and demand. Knowledge and skills will be upgraded, and career guidance and jobs matching will be provided – delivering against Investment Priority 2.1. Businesses and the region will therefore have access to an increased size of qualified and available individuals in the labour market and the skills needed to continue to grow. The skills of individuals will be improved to meet their individual needs, the needs of the local economy, and the needs of national priorities.</p> <p>Many national and local programmes, such as DWP Work and Health Programme, ESIF Back to Work, ESIF Local Flexibilities for the Unemployed and Adult Education Budget funded skills provision, focus on those out of work. By targeting those in work and graduates close to the labour market, this project will complement but not duplicate initiatives such as, the Flexible Learning Fund, Career Learning Pilots and ESIF Skills Service and provide part of a comprehensive offer to business and individuals who wish to develop their career.</p> <p>The region is gearing up for major schemes such as HS2, the Combined Authority is delivering West Yorkshire-plus Transport Fund schemes and a number of low-carbon energy generation projects. [re]boot will help to ensure that the skills are there to deliver these projects, which are important for the region, the North and nationally.</p> <p>In addition, the project will contribute to addressing the gender imbalance in the construction/engineering sector by targeting women in work. It will focus on improving project management skills, enabling career changes into a sector in which they are under-represented.</p> <p>[re]boot will also include options for part-time and evening participation to allow those in work and with other responsibilities the opportunity to complete the course. Targeted advice will be provided to women, helping them make positive career choices about areas they may not have previously considered.</p>
<b>Commercial Case</b>	<p>[re]boot is aimed at those already in work or recent graduates, who are likely to already have basic skills. 1,600 participants will gain a level 2 qualification with the majority progressing to a level 3 qualification. 1,550 participants will gain a qualification at level 3 or above. 675 female participants will gain improved labour market status. There are no output indicators for employed females so they are not in a position to estimate the percentage.</p>
<b>Economic Case</b>	<p>We have a productivity deficit in the City Region, which is associated with a skills deficit, particularly with regard to the supply of higher level skills and qualifications.</p> <p>In-work productivity factors play the main role in the City Region’s prosperity deficit. Its relative position on productivity has not improved in recent years: output per hour worked fell from 91 per cent of the UK average in 2006, to 86 per cent in 2016. If this deficit could be</p>

addressed, the size of the local economy would increase by more than £11bn per annum.

**Figure: Nominal (smoothed) GVA per hour worked (£)**



*Source: Office for National Statistics*

34 per cent of the population of working age in the City Region are qualified at tertiary level (level 4 and above) compared with a national average of 38 per cent. Correspondingly, 25 per cent of the population are qualified below 2, the level typically associated with basic employability, higher than the national average of 22 per cent. Analysis shows that performance at LEP level around skills and qualifications is closely correlated with local productivity performance.

The City Region has a high prevalence of skill shortages with acute concentrations in our priority skill areas. This has negative implications for business growth prospects and productivity. For example, it is estimated that there were up to 14,000 skill shortage vacancies in the City Region for digital professional roles in the last year, with up to 5,000 shortages for engineering professionals (including civil engineers) and 2,000 for professional roles relating to construction (including architects, town planners and surveyors). From a business perspective, shortages have significant business implications in terms of meeting customer service objectives, losing business to competitors, experiencing increased operating costs and encountering delays in developing new products and services.

The City Region has a large number of people employed in low-skilled and low-paid employment, who currently have limited prospects for career progression. 300,000 jobs (23 per cent of the total) in the City Region pay less than the Living Wage Foundation's Living Wage Level, which reflects the real cost of living. The proportion is much higher for some districts in the City Region, at 31 per cent in Kirklees, for example. Low-paid work is also reflected in the 165,000 households in the City Region (20 per cent of all households) that rely on in-work benefits to top up their income from employment.

At the current time low-skilled workers are less likely to have access to training opportunities than their higher-skilled counterparts, limiting their ability to develop the skills that are needed for career progression. Annual Population Survey data for the City Region in 2017 shows that

only nine per cent of workers qualified at level 3 and below received job-related training in the prior four weeks compared with 18 per cent of workers qualified at level 4 and above.

Many highly-qualified people in the City Region work in occupations that are classified as middle and lower-skilled. Based on Labour Force Survey data for Yorkshire and the Humber it is estimated that 11 per cent of all people in employment are in this situation, equivalent to 135,000 people whose skills and qualifications are under-utilised in the City Region. The project offers these individuals an opportunity to develop additional skills as a basis for entering occupations that will offer them greater scope to fulfil their career potential.

Current arrangements to promote lifelong learning are not sufficient to address the significant need for career development, with the main focus of public funding for adult education being qualifications at level 2 and below. There were only 4,500 starts on Advanced Learner Loan-funded courses in the City Region in the 2015/16 academic year and barely one in 20 of these starts were for courses at level 4 and above.

The need for expanded, lifelong learning provision could become more pressing in future owing to the continuing impact of automation, which could mean workers needing to alter their career path to take account of changes in the pattern of labour demand. Forecasts suggest that 34 per cent of jobs in the City Region are at high risk of automation in the medium to longer term, with lower-skilled and routine occupations much more susceptible to this development. This means that it is imperative for workers in areas at greatest risk to improve their skills to support career adaptability. If access to migrant workers were constrained after Brexit, resulting gaps in labour and skills supply could be filled by indigenous workers if they are able to develop the required skills.

The project will increase the skill levels of employed individuals and graduates. Ensuring career change and encouraging progressions in construction / engineering and the digital sector. It will do this by having a targeted recruitment campaign, followed by a programme which provides a skills needs assessment in advance of the chosen qualification route. Individuals will also be provided with support in finding the right employment / opportunity to further their career.

The project will ensure that participants gain a qualification, or a unit of a qualification, that will increase their existing skill level and enable them to further their career. The majority of participants will gain either a level 2 or level 3 qualification in project management or a digital qualification, enabling progression in either the construction / engineering or digital sectors. This will benefit the individual, the business, and the local and national economy by filling skill gaps, increasing wages, and delivering nationally significant infrastructure projects.

The project will seek to address the current lack of representation of women in the construction / engineering workforce. It will do this by providing the opportunity for women to train as project managers, with a focus on engineering and construction, enabling career change into the sector or further opportunities for those already working in the sector, addressing the gender employment gap.

<p><b>Financial Case</b></p>	<p>The scheme will be funded from ESIF £1,572,737 and a public match from Leeds Trinity University £75,500 and the Combined Authority of £1,297,237 with a further £200k private sector match. The 15% option for indirect costs has been applied for the scheme. The Combined Authority will be able to claim VAT incurred on payments for the scheme.</p>
<p><b>Management Case</b></p>	<p>The Employment and Skills Team will report on a daily basis to the Head of Employment and Skills, who is accountable to the Employment and Skills Panel. The programme will be overseen and governed by the Project Executive Group. The group will comprise of Head of Employment and Skills and Skills Policy Lead, the Contract Manager, a senior Local Authority representative and a private sector ESP member. The group will be chaired by the ESP member and DWP as Managing Authority will be invited to attend the meetings. The group is expected to meet quarterly to review delivery progress and oversee the programme from a financial perspective. Its primary concern will be to ensure that the programme as a whole is delivering against the funding contract and that action is taken as necessary to minimise risk.</p> <p>Prior to the project commencement, SLAs will be in place with Delivery Partners. SLAs will detail the requirements of ESIF and the expectations that the Combined Authority has of delivery partners.</p> <p>Sub-contractors will be procured and evaluated on the previous experience and capacity to deliver the project specification. Once contracts are in place, they will detail requirements and expectations of sub-contractors.</p> <p>The performance of both Delivery Partners and Sub-contractors will be monitored on a monthly basis in line with the process detailed.</p> <p>At a strategic programme level, the Project Executive Group will oversee and monitor [re]boot as a whole and charge the Contract Manager with responsibility for ensuring the programme's continued adherence to all ESIF funding requirements.</p> <p>The programme will be overseen and governed by the Economic Services Performance Group. This group comprises of the Executive Head of Economic Services, our Head of Employment and Skills, Skills Funding Manager and the Contract Manager. The group is chaired by the Executive Head of Economic Services.</p> <p>The group will meet quarterly to review delivery progress and oversee the programme from a financial and performance perspective. Its primary concern will be to ensure that the programme as a whole is delivering against the funding contract and that action is taken as necessary to minimise risk.</p> <p>Periodically across the duration of the project, the Combined Authority will conduct informal internal audits of expenditure to ensure continued compliance with eligibility criteria and that supporting evidence is in place to substantiate claims.</p>