

Monday, 29 July 2019

To: Members of the Sheffield City Region Mayoral Combined Authority Skills and  
Employment Board

**NOTICE OF MEETING**

You are hereby summoned to a meeting of the Sheffield City Regional Mayoral Combined Authority Skills and Employment Board to be held at 11 Broad Street West, Sheffield, S1 2BQ on: **Tuesday, 6 August 2019 at 10.00 am** for the purpose of transacting the business set out in the agenda.



Dr Dave Smith  
**Head of Paid Service**

## Member Distribution

Councillor Julie Dore (Co-Chair)	Sheffield City Council
Julia Muir (Co-Chair)	Private Sector LEP Board Member
Philippa Sanderson	Private Sector LEP Board Member
Councillor Nuala Fennelly	Doncaster MBC
Councillor Denise Lelliott	Rotherham MBC
Councillor Tim Cheetham	Barnsley MBC
Dr Ruth Adams	SCR Executive Team
Kryisia Wooffinden	SCR Executive Team

SCR - Skills & Employment Board

Tuesday, 6 August 2019 at 10.00 am

Venue: 11 Broad Street West, Sheffield, S1 2BQ



## Agenda

Agenda Ref No	Subject	Lead	Page
1.	Welcome and Apologies		
2.	Declarations of Interest by individual Members in relation to any item of business on the agenda		
3.	Urgent items / Announcements		
4.	Public Questions of Key Decisions		
5.	Governance Arrangements and Terms of Reference	Dr R Adams	5 - 24
6.	Establishment of an Advisory Group for Skills & Employment	Ms Krysia Wooffinden	25 - 32
7.	The SCR Enterprise Adviser Network	Ms Krysia Wooffinden	33 - 38
8.	Skills and Employment Overview	Ms Krysia Wooffinden	39 - 64
9.	LGF Investment Approval - Sheffield UTC From Teenager to Employee	Dr R Adams	65 - 72
10.	Any Other Business		
<b>Date of next meeting:</b> Tuesday, 27 August 2019 at 1.00 pm <b>At:</b> 11 Broad Street West, Sheffield, S1 2BQ			

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**SKILLS & EMPLOYMENT EXECUTIVE BOARD**6<sup>th</sup> August 2019**Terms of Reference & Meeting Arrangements****Purpose of Report**

This report summarises for Skills and Employment Board Members the approved governance arrangements for the Skills and Employment Executive Board, approved by the Mayoral Combined Authority and the Local Enterprise Partnership. The paper also proposes dates for future meetings.

**Freedom of Information**

Thematic Board Papers and any appendices will be made available under the Combined Authority Publication Scheme. This scheme commits the Authority to make information about how decisions are made available to the public as part of its normal business activities.

**Recommendations**

Board members are asked to:

1. note the approved governance arrangements and clarify any issues,
2. note the proposed future scheduling of Skills and Employment Board meetings,
3. consider the responsibilities of the Board and agree items for the draft forward plan.

**1. Introduction**

- 1.1** Following consultation with partners and a review of the models in other mayoral combined authorities, the MCA and LEP at their meetings 17<sup>th</sup> December 2018 and 14<sup>th</sup> January respectively approved strengthen governance arrangements. These arrangements have been designed to create more efficient, effective and transparent decision-making processes. The MCA Constitution has been amended to reflect these new arrangements. From the 1<sup>st</sup> April 2019 five thematic boards, with appropriate delegations to complement their role in implementing policy and programmes more transparently, came into effect.

**2. Proposal and justification****2.1 Governance Model**

Appendix 1 to this report attaches the approved governance paper for Board Members to review and discuss.

## 2.2 Terms of Reference

Appendix 2 of this report includes the terms of reference for the Skills and Employment Executive Board to review and discuss.

## 2.3 Meeting Schedule

This paper proposes that the Skills and Employment Executive Board meets during week 4 of the MCA 8 week cycle. This will allow any decisions requiring escalation to the MCA, due to the value exceeding the delegation, to progress through the decision-making process in a timely manner. The proposed dates are suggested below

Proposed Skills & Employment Exec Board dates (week 4 of the 8 week cycle)	MCA Date (week 8 of the 8 week cycle)
26/08/19 – 30/08/19	23/09/19
21/10/19 – 25/10/19	18/11/19
*30/12/19 - 03/01/20	27/01/20
24/02/20 – 28/02/20	23/03/20
04/05/20 – 08/05/20	01/06/20
29/06/20 – 03/07/20	27/07/20
24/08/20 – 28/08/20	21/09/20
19/10/20 – 23/10/20	16/11/20

\*potentially move to week 2 or to week 5 to avoid the Christmas and new year period.

## 2.4 Advisory Membership

The decision-making Board Members are detailed in Appendix 1, section 2.3. The membership of these Boards will comprise two leaders, with one from the constituent councils and one from the non-constituent councils, a member of each of the remaining councils (to be nominated by the respective authority) and two private sector LEP Board members, as well as a lead chief executive from a different authority to the leader.

There is the potential for Board Members to develop a broader advisory network through the engagement of businesses or business membership organisations, Universities, or Colleges for example. This advisory network does not necessarily require attendance at the Thematic Board but could be through other mechanisms including a business advisor panel or a business engagement programme. Board Members are asked to consider this as Agenda Item 6.

## 2.5 Draft Forward Plan

Appendix 3 to this report outlines an outline suggested forward plan / work programme for the Thematic Board to consider and further populate. This considers the core elements within the remit of the Thematic Board.

## 3. Consideration of alternative approaches

- 3.1 There is no discretion to change governance arrangements, as these have been approved by both the MCA and the LEP but to note it is planned that there will be a review of arrangements after 6 months of meetings.

## 4. Implications

### 4.1 Financial

Thematic Boards have the authority to approve projects and schemes with a value of less than £2m. The Thematic Boards are also able to accept tenders and quotations for the supply of goods, materials and services up to a limit of £200,000.

#### **4.2 Legal**

The changes have been captured in the MCAs Constitution and elements of the LEPs governance framework and came into force on 1<sup>st</sup> April 2019.

#### **4.3 Risk Management**

Strong governance arrangements in the Sheffield City Region are an important mechanism in managing a number of corporate risks. This reflects the commitment of both the MCA and LEP to transparency, and the clear delineation of responsibilities between different elements of the decision-making system.

#### **4.4 Equality, Diversity and Social Inclusion**

In line with the LEP's Diversity Policy equality and diversity has been taken into consideration in the composition of the Thematic Boards.

### **5. Communications**

**5.1** The roles and responsibilities of the new Thematic Boards are explained in the SCR Assurance Framework and the MCA Constitution which is published on the SCR website. All meeting papers, minutes and membership of the Thematic Boards will be published on the SCR website. In addition, members of the public can submit questions to the Thematic Board and receive a written response.

### **6. Appendices/Annexes**

**6.1** Appendix 1 – MCA paper on revised governance arrangements  
Appendix 2 - Terms of Reference  
Appendix 3 – Outline Forward Work Plan

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Background papers used in the preparation of this report are available for inspection at: 11 Broad Street West, Sheffield S1 2BQ

Other sources and references:

- MCA Meeting December 2018
- LEP Board Meeting January 2019

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17<sup>th</sup> December 2018

**Strengthening Governance: efficient, effective and transparent decision making in the Sheffield City Region**

**Purpose of Report**

Following consultation with partners and a review of the models in other mayoral combined authorities, a proposal has been developed to strengthen governance in the SCR. This seeks to build upon the best of current arrangements to create more efficient, effective and transparent decision-making processes. This is based on establishing a Transport Board that brings together the existing Transport Executive Board and the SYPTTE Executive Board. In addition, four other boards would be in place for Business Growth, Skills and Employment; Housing; and Infrastructure, who would have appropriate delegations to complement their role in implementing policy and programmes more transparently.

**Thematic Priority**

Cross cutting – the model impacts on all elements of the SCR CA and LEP decision making.

**Freedom of Information and Schedule 12A of the Local Government Act 1972**

The paper will be available under the Combined Authority Publication Scheme

**Recommendations**

- That Leaders agree the proposed approach to strengthen governance in the SCR, as set out in section 2.

**1. Introduction**

- 1.1** Since its formation in 2014 the Sheffield City Region Combined Authority (CA) has worked closely with the Local Enterprise Partnership (LEP) to deliver the outcomes identified in the Strategic Economic Plan (SEP). With the election of the City Region's first metro mayor, this marks a new era of greater and more direct accountability on decisions at this scale.
- 1.2** As a Mayoral Combined Authority (MCA), it is important that the Board's decision-making process is efficient, effective, transparent and provides accountability to local residents and businesses. The SCR Executive has therefore reviewed its processes, sought feedback from partners and analysed other MCAs arrangements to seek to develop a proposal on which consensus can be achieved.

1.3 Through the consultation with partners a range of views were expressed on the way forward. These highlighted a number of common themes, including:

- **Leadership** - The importance of having stronger oversight, accountability and decision making of the work being undertaken by the thematic boards;
- **Accountability** – Ensuring that policy is led by local leaders and provides articulation of City Region priorities that residents and businesses can engage with;
- **Transparency** - That there is a need for greater transparency on the work being undertaken by the CA to ensure that the public are aware of this activity.
- **Roles and responsibilities** - Providing greater clarity of what decisions can be taken by which part of the governance structure and by whom, improving the efficiency of the process, reducing the potential for duplication and confusion;
- **Space for policy development** – that governance arrangements need to provide the opportunity to shape future policy development and priorities on topical issues;
- **Design** - That form should follow function, with the need to have arrangements in place that will deliver the MCAs priorities;
- **Corporate governance** - Improving the effectiveness of the decision-making process by having a forward plan in place for all sub boards, with papers and presentations provided five clear working days in advance; and
- **Co-ordination and collaboration** - All members being sighted on the decisions being taken by the MCA across the different thematic areas, whilst ensuring leadership and timely decisions to rationalise the number of meetings.

## 2. Overarching proposal and justification

2.1 To revise governance arrangements in the SCR, a set of principles has been developed, following feedback from partners. These seek to ensure that the optimum arrangements are established, forming a robust foundation for the decision-making process:

- Achieving an efficient, effective and transparent model for decision making;
- Collaborating to build collective and combined decisions to deliver the outcomes identified in the SEP;
- Providing strong and accountable leadership in setting the agenda and subsequently delivering a defined programme of activity to rigorously realise the outcomes of the SEP; and
- Scrutinising the planned and activity underway to deliver the best outcomes for the SCR and value for money.

2.2 Based on these principles the defining features of the proposed revised SCR governances are that:

- The MCA continues to set the overall direction for the Sheffield City Region and act as the accountable body for all funding awarded to the LEP. The LEP will continue to provide thought-leadership on the economy, lead the development of economic policy and champion the SCR private sector.
- The sub structure of the MCA and LEP will retain its thematic focus in the four areas of: business growth; skills and employment; housing and infrastructure; and transport.
- Given the stronger model of leadership being proposed, meeting frequency will change from a six weekly to an eight weekly, allowing more time for work to be progressed. This would be supported by the establishment of urgent delegated decision-making protocols within the constitution to be used by exception, but as required, when a decision falls outside of the parameters of the cycle.
- In addition, when the revised governance arrangements have been agreed in principle, they will need to be captured in a number of key documents such as the MCA constitution (including financial regulations) and the Assurance Framework. Subject to its agreement, these updated documents will be presented to the Board at its next meeting for approval, as part of this wider model.

A summary of these proposed roles is set out at Annex A.

2.3 To supplement these overarching arrangements a proposal has been developed to build

upon and strengthen the existing model by creating an integrated Transport board (that would bring together the existing Executive Board with the SYPTTE Exec Board) and four other sub boards with defined delegated power. This would comprise:

- Merging the existing Transport Executive Board (TEB), with the PTE Executive Board to provide a single forum to discuss strategy and implementation. It is proposed that this Board will comprise a member of each constituent councils (to be nominated by the respective authority), be chaired by the Mayor, with another Leader acting as the Deputy Chair and contain a representative for non-constituent councils and the LEP. This Board will also be supported by a lead chief executive and contain the Director General of SYPTTE, due to the legislative requirements of the PTE Board.
- For the three remaining existing boards, following discussion with partners it is proposed that the infrastructure and housing agendas are separated into different boards, as the recent merger was an interim position. Furthermore, the Housing and Business Growth Boards, will also assume decision making responsibilities currently held by the Housing Investment (HIF) and Business Investment Fund (BIF) Panels respectively. This will be on the principles of decisions not being taken at a level below that of the thematic boards. It is proposed that all four of these Boards operate in a similar manner to the way the Business Investment Fund (BIF) Panel and Housing Investment (HIF) Board have to date, whereby delegations will be discharged through officers working with the Board. All decisions taken will be reported at the next meeting of the MCA as part of the delegated authority report. The membership of these Boards will comprise two leaders, with one from the constituent councils and one from the non-constituent councils, a member of each of the remaining councils (to be nominated by the respective authority) and two private sector LEP Board members, as well as a lead chief executive from a different authority to the leader.
- In addition, in order to strengthen transparency on the work of the five sub boards it is proposed that they will:
  - Be formally embedded within the SCR MCA forward plan, publishing all key decisions 28 days in advance;
  - Publish papers and agendas five clear working days in advance of the meeting;
  - Provide a mechanism for members of the public to provide written questions on the papers, with a commitment that a response will be made in writing; and
  - Publish draft and ratified minutes within 10 days of the meeting taking place.

**2.4** The proposed terms of reference .... specifies the proposed approach to decision making, which requires consensus from board members for a decision to be made on schemes under £2m. Should consensus not be reached within a thematic board the issue would be escalated either to the LEP (if related to policy / strategic alignment on LEP funds) or the MCA (if related to MCA funding or to fulfil the accountable body functions for LEP investment).

**2.5** Subject to the agreement of this approach, it is proposed that the overview of this model is presented for approval at the next MCA / LEP in December and January respectively. Further work will also need to be undertaken to embed this approach within the Constitution and Assurance Framework. However, the latter document will need to be reviewed in the new year following the publication of Government's updated National Assurance Framework.

### **3. Consideration of alternative approaches**

**3.1 *Cabinet model role, supported by officer delegations*** – whilst the legislation by which the MCA was established mean that legal cabinet models cannot be used, there is an option where portfolios could be established with delegations residing with officers.

**3.2 *Reducing the number of thematic boards*** – it has been suggested that the number of existing boards could be reduced to three, with effectively transport merging with housing and infrastructure into a place board. However, under such a model the SYPTTE Executive Board would probably need to remain distinct to keep the portfolio manageable, meaning that there would still in effect be four boards.

## **4. Implications**

### **4.1 Financial**

It is proposed that the delegation limit from the MCA to the sub boards is set at £2m. This would provide consistency with the limits already in place for the BIF and Housing Investment Boards and is below the average (financial) value of schemes currently being funded through the LGF programme.

### **4.2 Legal**

The changes set out in the proposed model would need to be captured in changes to the MCAs Constitution and elements of the LEPs governance framework when agreed. This could be undertaken and presented for consideration at the next meeting of the MCA. As part of the update to the SCR Assurance Framework it is proposed that the process by which business cases are published and then considered by the authority, should be refined, so that any comments received are captured, with the response from the scheme promoter included in the documentation presented for approval.

The proposed merged SYPTE Board and TEB will be achieved by establishing a Board with a membership as set out in paragraph 2.3 above who will collectively consider strategy, performance, implementation and capital/revenue programme matters. Due to SYPTE being a separate legal entity to the MCA, with its own statutory functions, it will, in line with the MCA/Transport Board's strategic direction and within the budget set by the MCA, exercise its operational functions through its Management Board and/or Director General (in accordance with the South Yorkshire Transport Area (Establishment of Executive) Order 1973). Under the proposal SYPTE will report performance, seek direction from and consult with the Transport Board. Appropriate transport functions of the MCA will be delegated to the Transport Board, although the formal delegation by the MCA is to SCR Managing Director (or their representative) in consultation with the Chair of the Transport Board. Where there is not unanimity of the Transport Board any decision shall be referred to the MCA and/or LEP as appropriate.

The same structure for delegations to the other Boards is proposed with the formal delegation being to the SCR Managing Director (or their representative) in consultation with the Boards Chair. Where there is not unanimity of the Board the Officer delegation is not exercisable and the decision in question will be escalated to the MCA and/or LEP as appropriate. Officer delegations are authorised by s.101 Local Government Act 1972.

### **4.3 Risk Management**

Continuing to strengthen governance arrangements in the Sheffield City Region will be an important mechanism in managing a number of corporate risks. This will reflect the commitment of both the MCA and LEP to transparency, and the clear delineation of responsibilities between different elements of the decision-making system.

### **4.4 Equality, Diversity and Social Inclusion**

In developing the composition of the sub boards of the SCR governance arrangements it has been important to consider diversity and how this represents the breadth of the City Region, including factors such as geography and gender.

## **5. Communications**

- 5.1** If the proposed model is agreed, it will be important to clearly and effectively communicate when, how and what decisions are being taken and the roles of different boards within this process. This will be vital in signposting people to the information that they wish to find and in improving awareness of the activity being undertaken by the MCA and LEP collectively.

As set out through the LEP Review, the SCR will need to have a corporate plan in place for 2019/20. Developing this document could further clarify these roles and purposes.

## 6. Appendices/Annexes

### 6.1 Annex A – Proposed responsibilities for the boards in the governance cycle

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Background papers used in the preparation of this report are available for inspection at: 11 Broad Street West, Sheffield S1 2BQ

Other sources and references:

## Annex A – Proposed responsibilities for the boards in the governance cycle

Board	Role
MCA	<ul style="list-style-type: none"> <li>• Agree budget and corporate plan for the year and monitor's progress against its achievement</li> <li>• Decision maker new programmes of activity</li> <li>• Agree policy (including thematic policy)</li> <li>• Decision maker on schemes and to receive grant over £2m and under £2m for general activity.</li> <li>• Accountable body for LEP funding</li> <li>• Escalation point for decisions relating to LGF where consensus cannot be reached (in relation to accountable body functions)</li> </ul>
LEP	<ul style="list-style-type: none"> <li>• Evaluates the health and performance of the SCR economy</li> <li>• Custodian of the Strategic Economic Plan</li> <li>• Partner in development of the Local Industrial Strategy</li> <li>• Responsible to government for funding awarded to deliver the SEP</li> <li>• Voice of the private sector in decision making process</li> <li>• Setting the parameters of offer to business</li> <li>• Approve new projects to enter into the pipeline for LEP investment, on the basis of strategic fit</li> <li>• Escalation point for decisions relating to LGF where consensus cannot be reached (in relation to alignment to strategy / strategic fit)</li> </ul>
Thematic boards	<ul style="list-style-type: none"> <li>• Thematic policy development</li> <li>• New programme development</li> <li>• To enact MCA and LEP agreed policy</li> <li>• Approve schemes with a value of less than £2m</li> <li>• Accept grants with a value of less than £2m for a defined purpose linked to the Board's theme</li> <li>• Monitor programme delivery and performance</li> <li>• Specific statutory responsibilities related to the discharge of the SYPTE Executive Board functions, for the Transport Board</li> </ul>
Appraisal Panel	<ul style="list-style-type: none"> <li>• No decision-making powers</li> <li>• Independent of scheme promoters, the panel is responsible for making recommendations from the SCR MCA Statutory Officers to the respective decision-making board</li> </ul>

**Skills and Employment Board**

**Terms of Reference**



## 1. Purpose and Role

1.1 The purpose of the Skills and Employment Board is to drive the development and delivery of the SCR's thematic programme and activity on this theme.

1.2 The role of the Skills and Employment Board is to:

- Shape future policy development and priorities on issues related to skills and employment;
- Develop new skills and employment programmes;
- Make investment decisions up to £2 million within the agreed budget and policy on skills and employment, as delegated by the Mayoral Combined Authority (MCA);
- Accept grants with a value of less than £2 million; and
- Monitor programme delivery and performance on skills and employment.

## 2. Responsibilities

2.1 The Skills and Employment Board is responsible for:

### ***Funding***

- Approving, deferring or rejecting applications for skills and employment projects in the SCR's pipeline that fall within the financial limit of delegated authority, and which are within the skills and employment budget agreed by the MCA and Local Enterprise Partnership (LEP);
- Making recommendations to the MCA to approve, defer or reject applications for skills and employment projects in the SCR's pipeline that exceed the financial limit of delegated authority, and which are within the skills and employment budget; and
- Making recommendations to the LEP to approve, defer or reject applications for business growth projects to form part of the SCR's pipeline.

### ***Strategy and Policy***

- Ensuring that skills and employment policy agreed by the MCA and LEP is enacted effectively through appropriate investments;
- Reviewing economic intelligence and evidence of SCR economic performance on skills and employment (e.g. qualification levels, attainment, unemployment) and identifying propositions to accelerate growth; and



- Developing and managing relationships with key stakeholders and partners.

### ***Programme Delivery***

- Commissioning of activity to deliver and implement the SCR's priorities on skills and employment; and
- Monitoring skills and employment programme and project delivery.

### ***Performance and Risk Management***

- Reviewing project performance, outputs and outcomes;
- Identifying and recommending mitigations for any programme risks or poor performance; and
- Escalating any strategic, policy or programme risks to the MCA and LEP Boards.

2.2 The Skills and Employment Board will provide leadership on the following thematic issues:

- Skills development and attainment
- Skills Bank
- Employment
- Unemployment and supporting individuals into the labour market
- Working Win
- Education and curriculum development
- Careers advice

## 3. Delegated Authority

3.1 In order to enact its responsibilities, the Skills and Employment Board will have delegated authority from the MCA to approve investment decisions for agreed pipeline projects up to £2 million.

3.2 The Skills and Employment Board will have delegated authority to accept grants with a value of less than £2 million.

3.3 The Skills and Employment Board will have delegated authority to accept a tender or quotation for the supply of good, materials or services for which financial provision has been made in the Authority's Revenue Budget up to a limit of £200,000.00 in value for any one transaction.

3.4 The Skills and Employment Board may refer a matter or decision within their delegated authority to the MCA or LEP.

## 4. Membership

4.1 The Skills and Employment Board will be co-chaired by a member of the MCA and a private sector LEP Board member.

4.2 Membership of the Skills and Employment Board will comprise of:

- Two Leaders from the MCA (one from a constituent Local Authority and one from a non-constituent Local Authority);
- A nominated representative for each of the remaining seven Local Authorities;
- A lead Chief Executive from a Local Authority
- Two private sector LEP Board members; and
- The SCR MCA Head of Paid Service (or their nominated representative).

4.3 Board members can nominate a deputy to attend meetings of the Board in their absence. All deputies must be named and must complete a Register of Interests Form.

## 5. Frequency

5.1 The Skills and Employment Board will meet on an eight-weekly cycle.

## 6. Secretariat

6.1 The Sheffield City Region Executive Team will provide the secretariat for the Skills and Employment Board.

6.2 Papers and presentations for Board meetings will be circulated to Board members five clear working days in advance of the meeting.

## 7. Attendance

7.1 Consistent attendance at the Skills and Employment Board meetings is essential and attendance will be recorded.

## 8. Quorum

8.1 Meetings of the Skills and Employment Board will be quorate when seven members are present. A member who is obliged to withdraw under the Code of Conduct for Members shall not be counted towards the quorum.

- 8.2 A Board member may be counted in the quorum if they are able to participate in the meeting by remote means e.g. telephone, video or electronic link and remain available for the discussion and decision items on the agenda.

## 9. Decision Making

- 9.1 Board decisions are legally taken by the Head of Paid Service (or their nominated representative) in consultation with the Chair of the Board. By protocol, decisions will not be taken unless there is Board consensus for the decision. Where consensus cannot be reached the issue will be escalated to the MCA and/or the LEP as appropriate for final decision.
- 9.2 Decisions made by the Skills and Employment Board will be presented to the MCA Board in a written Delegated Decisions Report at the next meeting. As the delegating body, the MCA will have the right to review or amend decisions made by the Skills and Employment Board where such decision has not been acted upon subject to giving due reason for doing so.

## 10. Conflicts of Interest

### ***Register of Interests***

- 10.1 All Board Members must complete a Register of Interests Form within 28 days of being appointed to the Skills and Employment Board. This must disclose any disclosable pecuniary interests (as defined in the The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012) for the Member, their spouse, their civil partner or partner. Completed Register of Interests Forms for all Board Members are published on the SCR website.
- 10.2 It is the responsibility of every Skills and Employment Board Member to ensure that their Register of Interests Form is up-to-date and declare any new interests within 28 days of this being known.
- 10.3 Interests declared by Skills and Employment Board Members will be listed on the SCR's Register of Members' Interests.

### ***Declarations of Interest at Board Meetings***

- 10.4 It is the responsibility of Board members to declare any disclosable pecuniary interests (as defined in the The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012) and any other personal interests

whether financial or non-financial in specific agenda items at the start of each Skills and Employment Board meeting.

## 11. Decisions between meetings

11.1 This procedure is to be used only by exception.

11.2 When a matter or decision falls outside the parameters of the meeting cycle, the Skills and Employment Board will be permitted to make decisions through this procedure. If the matter is a Key Decision the procedure in Part 5B (Access to Information Procedure Rules) of the Constitution also needs to be complied with.

11.3 The Head of Paid Service (or their nominated representative), in consultation with the Chairs of the Skills and Employment Board, will contact Board Members by email to notify them of the following:

- Details of the matter requiring comment and/or decision;
- The name of the person or persons making or putting forward the proposal/decision
- The reason why the matter cannot wait until the next Board; and
- The date responses are required by.

Two working days after the close of responses, the following will be circulated to all Board Members:

- The outcome of the decision taken (including responses received in agreement and responses received in disagreement);
- The date when any decision comes into effect; and
- Any mitigating action taken to address stated views or concerns.

11.4 Decisions and actions taken will be retrospectively reported to the next meeting of the Skills and Employment Board and MCA in accordance with paragraph 9.2 above.

## 12. Advisory Groups

12.1 The Skills and Employment Board will be supported in making investment decisions by the SCR's independent Appraisal Panel. The Appraisal Panel will assess all applications for funding and will present their findings and recommendations to the Board on whether the application should be approved, deferred or rejected.

- 12.2 The Skills and Employment Board is permitted to form Task and Finish groups of key stakeholders and advisors to assist in the management and monitoring of individual programmes or projects. Any such groups are purely advisory and must submit reports to the Skills and Employment Board.

### 13. Transparency

#### ***Key Decisions***

- 13.1 Decisions to be taken by the Skills and Employment Board will be published in the SCR Forward Plan of Key Decisions on the SCR website 28 days in advance of the decision being made.
- 13.2 Questions and comments submitted by the public on the pending decisions will be notified to the Skills and Employment Board and will be responded to in writing.

#### ***Meeting Papers***

- 13.3 Agendas and papers for the Skills and Employment Board will be published on the SCR website at least five clear working days before the meeting date.

#### ***Exemptions***

- 13.4 Where reports or information for Board meetings is exempt from disclosure under Section 12A of the Local Government Act 1972 or the Freedom of Information Act 2000, these papers will either be reserved or specific information in the paper will be redacted.
- 13.5 Reserved papers and reports can still be requested under the Freedom of Information Act. Requests will be considered on a case by case basis (taking into consideration such factors as timing, any applicable exemptions and the public interest test).

#### ***Meeting Record***

- 13.6 Draft minutes will be published on the SCR website within ten days of the Skills and Employment Board meeting taking place. The meeting record (approved minutes) will be published on the SCR website within ten clear working days of the subsequent Skills and Employment Board meeting.

#### 14. Amendments to Terms of Reference

- 14.1 These Terms of Reference will be reviewed annually. Any changes will be approved by the MCA and LEP.

**The ToR requiring inclusion of the following broad areas in the Forward Work Plan:**

- Thematic strategy and policy leadership
- Programme - development and delivery
- Performance and Risk Management
- Funding and Financial Decision Making (up to £2m)

Date	Suggested Agenda items
06/08/19	<ul style="list-style-type: none"> <li>• Governance processes and arrangements</li> <li>• Advisory Members</li> <li>• <b>Programme</b> – EAN delivery</li> <li>• <b>Strategy and policy leadership</b> - SEP Evidence base and priorities</li> <li>• <b>Financial decision making</b> - LGF (Business Investment Fund) decisions</li> </ul>
w/c 26/08/19	<ul style="list-style-type: none"> <li>• <b>Performance and risk management</b> – draft performance dashboard</li> <li>• <b>Financial decision making</b> – (schemes permitting)</li> </ul> <p>OTHER MATTERS TBC</p>
w/c 21/10/19	<ul style="list-style-type: none"> <li>• <b>Financial decision making</b> – (schemes permitting)</li> </ul> <p>OTHER MATTERS TBC</p>
w/c xx/ December /19	<ul style="list-style-type: none"> <li>• <b>Financial decision making</b> – (schemes permitting)</li> </ul> <p>OTHER MATTERS TBC</p>
w/c 24/02/20	Tbc
w/c 04/05/20	Tbc
w/c 29/06/20	Tbc
w/c 24/08/20	Tbc
w/c 19/10/20	Tbc





**SKILLS & EMPLOYMENT THEMATIC BOARD**

**6 August 2019**

**Establishment of an Advisory Group for Skills & Employment**

**Purpose of Report**

To present a suggested framework to engage specialists in the work of the Skills and Employment Executive Board. The report presents a proposed network, suggests some organisations to involve and a proposed framework of operation.

**Thematic Priority**

Develop the SCR skills base, labour mobility and education performance.

**Freedom of Information**

This paper is not exempt from FOI requests and will be published in line with the Combined Authority Publication Scheme.

**Recommendations**

That members:

- consider the appointment of a Specialist Advisory Network (that would sit outside the board)
- review the proposed meeting structure of the Specialist Advisory Network
- review the draft Terms of Reference and suggested membership of the Specialist Advisory Network
- charge the SCR Executive to recruit to their agreed approach and establish the network for September 2019

**1. Introduction**

- 1.1** The Terms of Reference (ToRs) for Thematic boards as agreed at the MCA Meeting (17<sup>th</sup> December 2018) and at the LEP Board meeting (14 January 2019) enables Thematic board Members to identify advisory members to support the work of the Board, the form to be agreed by each Board could be via attendance of other Stakeholders at the Board (in an advisory capacity only) or through the establishment of 'task and finish' groups which consist of key stakeholders and advisors, for example. The Terms of Reference for the Thematic Board are included in the accompanying paper (Agenda Item 5 in this meeting).

- 1.2 The involvement of advisory members in the work programme of the Board provides the opportunity to tap into the experience and opinions of knowledgeable professionals on a regular basis. Specifically, this may enhance the Board through:
- Provision of a frame of reference and access to high-quality advice and knowledge,
  - Provision of a fresh perspective on strategy, economic trends and specific geographic issues,
  - “wise counsel” on issues raised by stakeholders,
  - alerting the board to issues which may not be on their radar,
  - provision of informed challenge to research and intelligence work,
  - provision of guidance and/or direction on big picture issues the Board wish to explore,
  - provision of unbiased insights and ideas from a third-party point-of-view,
  - supporting and encouraging the exploration of new ideas,
  - provision of access to and engagement with key stakeholders,
  - provision of challenge to the Board to drive improvements.
- 1.3 Good practice identifies the following principles to be applied in the establishment of an advisory body<sup>1</sup>:
- **Clarity of purpose:** Their objectives and terms of reference, as well as the expected time commitment, should be established from the start.
  - **Added value:** Advisory members selected based on their distinctive knowledge of areas of interest for the Board, generally these are selected to complement the existing board members.
  - **Efficient and effective:** An appropriate shape and structure of the network reflecting the unique purpose required by the Board, for example, as they have no governance authority or statutory responsibilities, an advisory body could meet less frequently, be consulted on an ad hoc basis as required, or focus on a narrower set of issues than the full board.
- 1.4 In December 2018, Government set out a requirement for all LEP’s to establish a Skills Advisory Panel (SAP). The aim of this panel is to bring together local employers and key local stakeholders to pool knowledge on skills and labour market needs, and to work together to understand and address key local challenges. The requirements of the SAP reflect emerging discussions around a stakeholder/advisory group to support the Skills and Employment Thematic Board.

## 2. Proposal and justification

- 2.1 Acknowledging that there are a number of alternative options that could be progressed, given the requirement to develop an ambitious work programme to secure future Shared Prosperity Funding, for example, a suggested option is that

**The Board establishes a professional advisory network for the Skills and Employment Thematic Board which sits outside the formal board structure.** Core members will be identified based on key areas of work with additional members selected to work as the need arises aligned to the Board’s Forward Plan and in response to specific points of enquiry from the Board.

Suggested Terms of Reference for the network are presented at Appendix 1 for the Board’s consideration.

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<sup>1</sup> [https://www.odgersberndtson.com/media/2267/the\\_role\\_of\\_advisory\\_boards\\_-\\_who\\_what\\_why\\_how.pdf](https://www.odgersberndtson.com/media/2267/the_role_of_advisory_boards_-_who_what_why_how.pdf)  
<https://www.tindallperry.co.uk/blog/view/20/creating-an-advisory-non-executive-board.aspx>  
<https://heidrick.com/Knowledge-Center/Publication/create-an-advisory-board>

**2.2 The Board consider the suggested membership, and example of the types of organisations who could be engaged is presented in Appendix 2.** The suggestion aims to ensure that the Advisory Network contains a balance of knowledge, talent and abilities necessary to deliver the Board's objectives and enabling the collective skillset and dynamics to change when needed. This list is presented as core membership following discussion with representative LEP Board members. Additional members may also be required as and when required for specific areas of input/expertise.

**2.3 That, if approved, the board considers the meeting structure of the network.** The fluid nature of a network of this type is a strength in its ability to come together to respond to challenges and develop models for delivery. However, the level of senior membership that has been suggested for this group requires a level of structure to allow members to understand the time requirement and format of their involvement. A quarterly meeting to review the forward plan and identify where their involvement will have most impact will allow members to plan and understand where and how their input can be maximised but more ad hoc meetings will be put in place.

### **3. Consideration of alternative approaches**

**3.1** Section 2.1-2.3 outline one model that the Board may wish to pursue, however there are several alternative approaches that board may wish to consider as an addition to or an alternative to the proposal;

**3.2 Do Nothing** – There is an option that the Board may wish not to engage Advisory Members or wait until there is an agreed forward plan. This is not recommended as engagement with key stakeholders in this agenda into the work of the LEP and MCA is crucial especially as the revised Economic Plan and Local Industrial Strategy develop and are finalised.

**3.3 Include named private sector advisory members at Skills and Employment Thematic Board meetings-** this approach could be challenged by non-private sector advisory members as advisory members would be managed in different ways. It could also become confusing in terms of decision making at the Board as these members would have no decision-making authority.

**3.4 Include all named advisory members in all Skills and Employment Thematic board meetings** - this approach may result in a loss of objectivity in the advisory members being too close to the discussions and views of the Board and stifle discussions. It adds additional complexity in the management of the Board meetings. It also puts additional time requirements on advisory members.

**3.5 Create a series of thematic advisory sub-boards** – the potential disadvantages of this approach are that it could be inflexible in its ability to respond to specific requests from the Board, it puts a greater demand on members time attending frequent, a fresh perspective may be lost as the groups galvanise around their agreed views and potential for mission creep

**3.6 Create an 'action group' of members** – although advisory members will be expected to be quite hands on and develop propositions to challenges faced by the region, there is still an expectation that members will need to be senior within the organisation they represent, i.e. CEO. The terminology of an 'action group' may not be attractive to this level of individual or represent the level of involvement/influence this group has.

**3.7 Identify and work through existing representative forums** – the strength of this approach is that it would require no additional resource commitment from advisory members. It would pose administrative challenges in the alignment of forums to meetings and the Board's Forward Plan. It may also be too narrow in scope and unable to flex.

## 4. Implications

### 4.1 Financial

There are no financial implications for this paper.

### 4.2 Legal

There are no financial implications for this paper.

### 4.3 Risk Management

Key risks are advisory members do not commit to attendance and contribution to the group and that they do not have the mechanism to cascade information from and to the group through established networks. The draft ToRs would need to address this and would be a requirement for all members to adhere to these.

### 4.4 Equality, Diversity and Social Inclusion

The work of the Skills and Employment Thematic Board will be to ensure that all residents in SCR get parity of access to opportunities available within the region. The suggested membership of the advisory group ensures all key stakeholders and employers are represented to gain a balanced view on key issues.

## 5. Communications

- 5.1 Key messages in relation to skills and employment activity will form part of an organisational communication/marketing plan.

## 6. Appendices/Annexes

- 6.1 Appendix 1- Draft Terms of Reference for the Specialist Advisory Network  
Appendix 2 –Draft suggested membership of the Specialist Advisory Network

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Background papers used in the preparation of this report are available for inspection at: 11 Broad Street West, Sheffield S1 2BQ

Other sources and references:

- [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/762629/Skills\\_Advisory\\_Panels-Guidance\\_on\\_the\\_Role\\_and\\_Governance.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/762629/Skills_Advisory_Panels-Guidance_on_the_Role_and_Governance.pdf)
- [https://www.odgersberndtson.com/media/2267/the\\_role\\_of\\_advisory\\_boards\\_-\\_who\\_what\\_why\\_how.pdf](https://www.odgersberndtson.com/media/2267/the_role_of_advisory_boards_-_who_what_why_how.pdf)
- <https://www.tindallperry.co.uk/blog/view/20/creating-an-advisory-non-executive-board.aspx>
- <https://heidrick.com/Knowledge-Center/Publication/create-an-advisory-board>

### Draft Terms of Reference – Skills & Employment - Specialist Advisory Network

#### **Purpose**

The purpose of the Skills and Employment Specialist Advisory Network is to provide access to high-quality advice and networks in the areas of interest to the Skills and Employment Thematic Board (SEB). The network will be tasked with reviewing appropriate evidence to develop innovative and robust solutions to meet the challenges faced across the SCR labour market for presentation to the Skills and Employment Thematic Board members.

#### **Ways of working**

- The Skills and Employment Thematic Board will invite members to join the Specialist Advisory Network based on their identified specialisms.
- Members who are invited to represent a key regional stakeholder i.e. Further Education Colleges will be required to have a formal mechanism in which they can gather views of their representative organisations and feedback information
- Members will be provided with a clear objective and timeline for their activity to enable active participation.
- Members may be invited to contribute on an ad-hoc basis aligned to identified areas of specialism

#### **Role**

The role of members is to:

- bring a fresh perspective on strategy, economic trends and specific geographic issues
- “wise counsel” on issues raised by stakeholders
- alert the board to issues which may not be on their radar
- provide informed challenge to research and intelligence work
- suggest direction on big picture issues the Board wish to explore
- provide unbiased insights and ideas from a third-party point-of-view
- support and encourage the exploration of new ideas
- provide access to and engage key stakeholders in matters of interest to the Board
- challenge to the Board to drive improvements

#### **Representation**

Representatives will be drawn from stakeholder organisations performing one or more of the following roles in the City Region:

- **Anchor Institution** – an organisation that, alongside its main function, plays a significant and recognised role in a locality by making a strategic contribution to the local economy;
- **A Funder** – a commissioner of goods and services from the local area;
- **Regulator/auditor** – an organisation with oversight over an area of interest;
- **A service provider** - delivers a key service to local communities;
- **An employer** - with an interest in a strong productive current and future workforce;
- **A specialist in the field of interest** – has a specific specialism in the policy area for example, a Charity working with a specific community group or a small business with a strong specialism in a growing field of interest.

#### **Commitments**

Members should demonstrate they are:

- **Dedicated** to investing time and resources.
- **Committed** to working in collaboration with other Advisory Network members and Board members
- **Willing** to galvanise their business networks.

- **Acts** as an ambassador for the work of the network and board

### **Meeting Structure**

In addition to a formal quarterly meeting chaired by a member of the Skills and Employment Thematic Board, members will be required to attend more informal ad hoc meeting as required in line with the forward plan to develop key priority areas of the Board.

## Membership of the Network

Suggested stakeholder organisations for Board Member consideration:

Key Stakeholder	Represented by
Employers	A range of small, medium and large employers  It was suggested that recruitment of employers is conducted through a range of mechanisms 1) Direct approach to some of the region's largest employers 2) Open invitation/application process
Further Education	The Chair of the Principles Group or nominee
Higher Education	A relevant Pro Vice-Chancellor or nominee
Schools	Lead Principle Enterprise Advisor Network or Regional Schools Commissioner
Independent Training Providers	Board member of the SCR Provider Network
University Technical Colleges	
NHS	Integrated Care System South Yorkshire & Bassetlaw
JobCentre Plus	District Manager
DWP/Work & Health Unit	Senior Officer
DfE/ESFA	Tbc
3 <sup>rd</sup> Sector	Tbc

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**SKILLS & EMPLOYMENT THEMATIC BOARD**

**6 August 2019**

**The SCR Enterprise Adviser Network**

**Purpose of Report**

To present the arrangements in place to deliver the Enterprise Adviser Network across the SCR, for the academic year 2019/20.

**Thematic Priority**

Develop the SCR skills base, labour mobility and education performance.

**Freedom of Information**

This paper is not exempt from FOI requests and will be published in line with the Combined Authority Publication Scheme.

**Recommendations**

That the Board agree to continue programme arrangements for the academic year 2019/20, the final year of the current CEC grant.

**1. Introduction**

- 1.1 On the 18 September 2018, the MCA accepted the Grant Offer from the Careers and Enterprise Company (CEC) covering the two academic years 2018/19 and 2019/20, at this meeting they accepted the grant for the first financial year. The MCA received a request to accept the final year of that grant allocation in their 29 July 2019 meeting.
- 1.2 The Enterprise Adviser Network (EAN) is a national initiative of the Careers and Enterprise Company (CEC). South Yorkshire were one of the first wave of pilot areas in 2015 as part of the growth deal with the LEP. The programme aims to create linkages with volunteers from businesses and schools.
- 1.3 The EAN is designed to support secondary school engagement with business to support the schools' achievements of Gatsby Benchmarks 5 and 6 for good careers advice (Benchmark 5- encounters with employers and employees and Benchmark 6 – Experiences of workplaces). A network of Enterprise Coordinator's (ECs) work with on average 20 schools and support the recruitment of a bank of volunteers from business (Enterprise Advisors- EAs) to work strategically with a school to develop their careers

strategy. Schools self-assess their progress against the benchmarks through a national tool provided by the CEC.

## **2. Proposal and justification**

**2.1** The SCR delivery model agreed by the previous Executive Board in conjunction with the LEP was to directly sub-contract delivery to Local Authorities, in recognition of the expertise and capabilities which sit within the Local Authorities. Local Authorities provide the necessary match funding for the project (the exception is the Opportunity area EC in Doncaster who is fully funded by the CEC). The grant is distributed subject to CEC terms and conditions as follows:

- £50,000 fully funds one FTE Enterprise Co-ordinator for the Doncaster Opportunity Area Enterprise Co-ordinator
- £125,000 provides a mandatory 50% contribution to 5 FTE Enterprise Co-ordinator's in partnership with the four Local authorities (in addition to the Doncaster OA post). This is pro rata based on the number of schools in each Local Authority.
- £5,000 provides an uplift to one of the Enterprise Co-ordinators designated as a Senior Enterprise Co-ordinator. This enhanced role is recommended by the CEC providing additional support across the network on matters of quality and impact.

**2.2** The SCR EAN network has delivered against targets set by the CEC (appendix 1) in summary:

- 110 Schools/Colleges are in the network
- 106 are engaged (target 100)
- 82 are matched with an Enterprise Adviser (target 75)
- There are 88 Enterprise Advisors
- 88% of EAs report they are very satisfied/satisfied (target of 70%)
- 95% satisfaction from schools (target of 70%)

**2.3** In addition to outputs in relation to the network, 2018 was the first year the CEC introduced an impact assessment measure around school's achievement of Gatsby Benchmarks 5 and 6. This a voluntary self-assessment by the school on the achievement of all the Gatsby benchmarks. The outcome of this assessment will support discussion with schools and the CEC on targeting of EAN activity in schools that are finding achievement of the benchmarks challenging in 2019/20.

**2.4** Around a third of our educational organisations are yet to complete their careers benchmark assessment in this academic year and although the snapshot from December 2018 shows that our schools are behind target (appendix 1), financial investment from the CEC to key schools as well as the introduction of a Senior EC in September 2018 should help to improve this performance as we enter the final weeks of the academic year.

## **3. Consideration of alternative approaches**

**3.1** The model for delivery of the EAN across the country differs, with some LEPs (through their accountable bodies) directly employing Enterprise Co-ordinators (EC). The SCR LEP has been unable to do this because we have been unable to provide the 50% match for each EC role.

**3.2** At various points since 2015, under the auspice of the Skills, Employment and Education Executive Board, representations have been made to government and to the CEC that funding channelled for careers programmes should be devolved locally to develop a more comprehensive impactful approach. Nationally however there has been minimal traction for this argument, and the CEC remains governments preferred route for channelling careers funding to LEP areas.

## 4. Implications

### 4.1 Financial

The acceptance of grant for this programme was taken to the 29<sup>th</sup> July CA for approval.

The CEC funds this programme at £180k per academic year, with match funding provided by the local authorities via in kind match.

The grant is spent as shown in paragraph 2.1. No funds are retained by the SCR Executive to support delivery of the network or contract management, as stated in paragraph 2.6.

The risk to the SCR Executive of clawback is mitigated via sub-contracts to the local authorities.

### 4.2 Legal

The MCA has formal funding agreement with each of the four LA's, which specifies the contractual targets to be achieved as part of their contracts with the SCR MCA.

### 4.3 Risk Management

No funds are received by the SCR Executive to support delivery or contract management of this programme, which has increasing reporting requirements. In conjunction with the Senior EC, the Executive and delivery partners consideration is being given to exploring options to more rigorously monitor both the activity of EAs and their relationships with schools and the EA relationship with their EC to ensure activity for schools and young people is meaningful. This is above the contractual requirements set out by the CEC.

### 4.4 Equality, Diversity and Social Inclusion

The EAN programme targets all secondary schools in the four South Yorkshire authorities with 100% coverage a key requirement of the contract. This ensures all young people have equal and fair access to the opportunities the EAN presents. It also actively targets young people with special educational needs (SEN) to support them to gain confidence and understanding of the world of work

## 5. Communications

5.1 The EAN is a branded LEP programme. For this academic year, the network will continue to work with the 100 education organisations involved in the SCR EAN and their Enterprise Advisers, some examples of planned engagement activities include:

- **A welcome and thank you** - beginning the academic year with a letter issued to EA and schools welcoming them and thanking them for their involvement/continued involvement on behalf of the LEP.
- **SY Regional Events** – 3 times a year, all education organisations and employers come together to important updates and to share good practice.
- **LA level activity** – each area has its own LA level network activity for careers leaders and/or Enterprise Advisers to encourage greater levels of collaboration
- **SEN-Dream Teams** – following a successful partnership event with Jobcentre Plus in June, each LA area will be working with their SEND (Special Educational Needs and Disabilities) school Enterprise Advisers and their education organisations to deliver LA level events around progression pathways to employment for SEND young people
- **FE/HE collaboration** –with educators and Enterprise Advisers to raise awareness of the progression pathways to employment through FE & HE

## 6. Appendices/Annexes

6.1 Appendix 1 – Contractual Target Performance

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Background papers used in the preparation of this report are available for inspection at: 11 Broad Street West, Sheffield S1 2BQ

Other sources and references:

- <https://www.careersandenterprise.co.uk/>
- <http://www.gatsby.org.uk/education/focus-areas/good-career-guidance>

## Progress against CEC Contractual Targets for the SCR EAN

Measure	CEC TARGETS Year 1 (2018-2019)	Current performance (up to end of June 2019) (South Yorkshire)
<b>Enterprise Adviser Network Status</b>	5 FTE ECs/1 FTE OA EC/including 1 Senior EC	October 5 FTE ECs/1 FTE OA EC/1 Senior EC
	At least 100 schools and colleges in the network of which at least 74 mainstream schools and colleges of any type are matched to an Enterprise Advisor.	<ul style="list-style-type: none"> <li>• 110 Schools/Colleges in the network</li> <li>• 106 of which are engaged</li> <li>• 82 are matched with an Enterprise Adviser</li> <li>• There are 88 Enterprise Advisers</li> </ul>
	70% or higher EA satisfaction	88% of SCR EAs very satisfied/satisfied
	70% or higher school and college satisfaction	95% Satisfaction
Measured through School and college completion of the COMPASS assessment		
<b>Gatsby Benchmark</b>	50% of matched institutions fully achieve the benchmark	33% achieved (Dec 18)
<b>5 progress (BM5)</b>	50% reduction of matched institutions scoring 0-25% achievement category for this benchmark	29% of matched EAN schools in 0-25 category
<b>Gatsby Benchmark 6 progress (BM6)</b>	45% of matched institutions fully achieve	34% of in EAN achieving BM6 (as of Dec 18)
	A further 35% partially achieve the benchmark	23% matched EAN schools partially achieve BM6

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**SKILLS & EMPLOYMENT THEMATIC BOARD**

**6<sup>th</sup> August 2019**

**Skills and Employment Overview**

**Purpose of Report**

The paper and accompanying presentation provide Board members with the following:

- an overview of the current landscape in Sheffield City Region around skills and employment
- overview of current programmes
- emerging evidence to structure future priorities/activities in SCR around skills and employment

**Thematic Priority**

Develop the SCR skills base, labour mobility and education performance

**Freedom of Information**

This paper may be released under a Freedom of Information request. In this section, it must be clear if the paper has any exemption under [Part II of the Freedom of Information Act 2000](#)

**Recommendations**

That Board members:

- note the summarised evidence base presented and overviews of current programmes
- discuss the emerging areas for prioritisation and agree these as areas for developmental work

**1. Introduction**

**1.1** The City Region is developing a new Economic Strategy for the region.

The Strategic Economic Plan (SEP) will be a single overarching strategy which will set out the wider socio-economic aspirations and inclusive priorities for SCR over the medium to long term (10 years for the plan and 20 years for the vision).

Falling out of the SEP will be a Local Industrial Strategy (LIS). This will align with the National Industrial Strategy and drive long-term productivity growth. This will be agreed with Government.

The work on the evidence base is reaching completion. This highlights a set of key messages which will shape the emerging priorities for the SEP and LIS. This paper provides a summary of the evidence base, specifically for skills and employment.

## **2. Proposal and justification**

- 2.1** The attached presentation, which will be presented to the Board, provides:
- an overview of the available evidence base in relation to skills and employment,
  - current challenges and
  - what programmes are currently being delivered

The presentation aims to stimulate discussion on the future policy direction and priority SCR around skills and employment and where the LEP/MCA can add most value/impact.

- 2.2** Board Members are invited to consider the evidence in respect of priority areas of activity in relation to Skills and Employment.

Further work to develop the propositions will be brought back to the Board for consideration, in accordance with the Board's agreed Forward Plan.

## **3. Consideration of alternative approaches**

- 3.1** There are no viable alternatives propositions as the LEP/MCA has empowered the Thematic Boards to
- Shape future policy development and priorities on issues related to skills and employment;
  - Develop new skills and employment programmes;

## **4. Implications**

### **4.1 Financial**

There are no financial implications to this paper.

### **4.2 Legal**

There are no legal implications to this paper.

### **4.3 Risk Management**

Through the development of programmes, appropriate risk measures will be put in place in line with the SCR Risk Management Programme.

### **4.4 Equality, Diversity and Social Inclusion ([Equality Act - Public Sector Equality Duty](#))**

The presentation considers all aspects of society to understand where opportunities aren't available or where particular barriers are preventing residents from accessing opportunities.

## **5. Communications**

- 5.1** All propositions developed by Thematic Boards to support the SEP / LIS will be communicated to and subject to agreement by the LEP / MCA to adopt the new policy.

A communications plan underpins the work to develop the SEP and the LIS and specific work resulting from this. The SCR Corporate Communications plan will reflect agreed LEP, Mayoral and MCA priorities.

## **6. Appendices/Annexes**

- 6.1** Appendix 1 – Skills and Employment Presentation



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Background papers used in the preparation of this report are available for inspection at: 11 Broad Street West, Sheffield S1 2BQ

Other sources and references:

- Chapter 5 Skills and Employment (Strategic Economic Plan Evidence base)- 2019
- SCR STEM Curriculum review -2017

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# SKILLS & EMPLOYMENT EXECUTIVE BOARD

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**AUG 2019**

**Sheffield  
City Region**

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# OBJECTIVE OF THE SESSION

- Overview of the labour market
- Overview of Skills & Employment
- Current SCR programmes
- Emerging Trends



# LABOUR MARKET OVERVIEW

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**Sheffield**  
**City Region**

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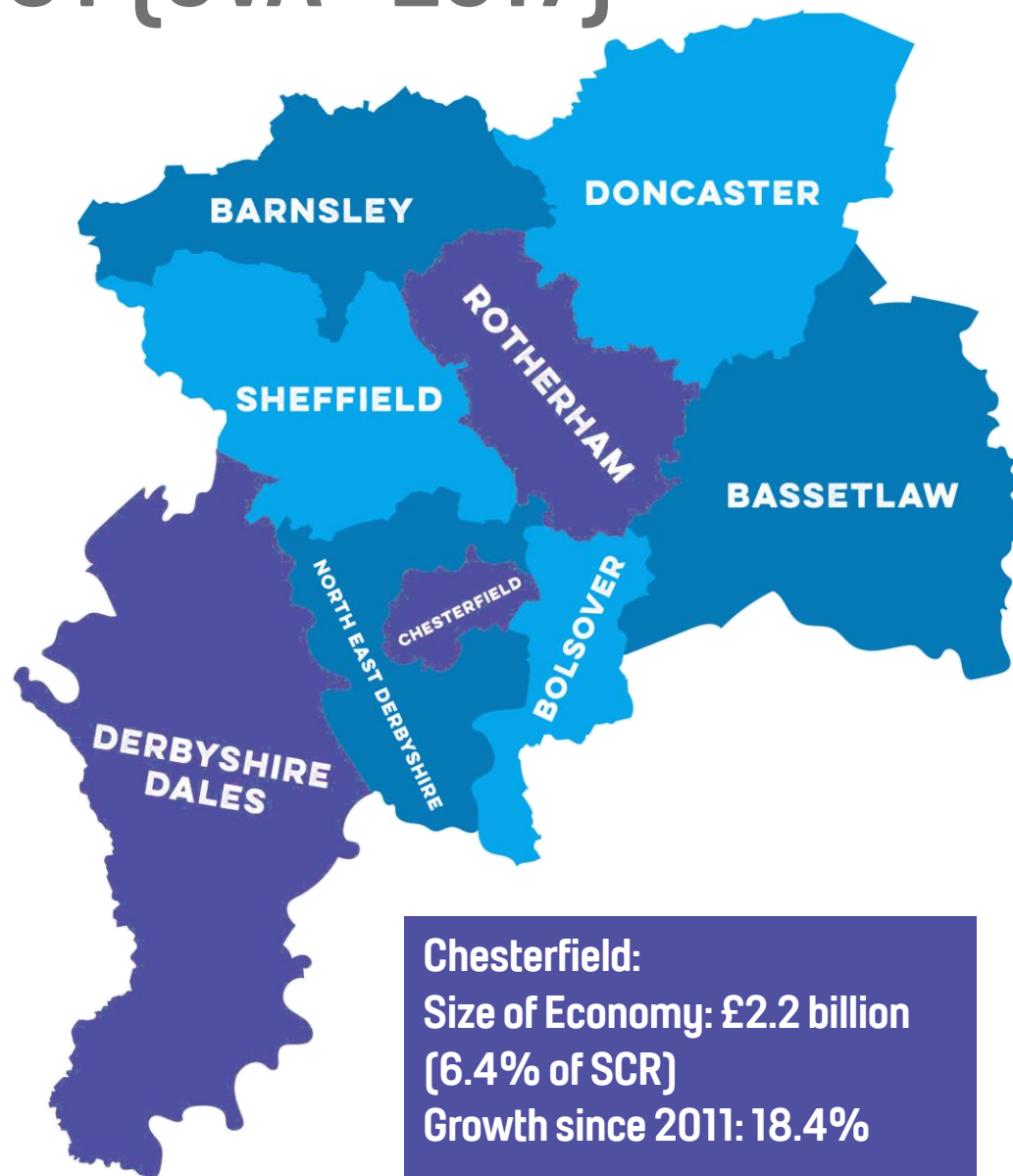
# ECONOMIC OUTPUT (GVA - 2017)

**Barnsley:**  
Size of Economy: £3.6 billion  
(10.7% of SCR)  
Growth Since 2011: 19.6%

**Sheffield:**  
Size of Economy: £12 billion  
(33.6% of SCR)  
Growth since 2011: 11.7%

**Derbyshire Dales:**  
Size of Economy: £1.7 billion  
(5% SCR)  
Growth since 2011: 12.5%

**North East Derbyshire:**  
Size of Economy: £1.4 billion  
(4.3% of SCR)  
Growth since 2011: 11.38%



**Doncaster:**  
Size of Economy: £5.5 billion  
(15.2% of SCR)  
Growth since 2011: 19.7%

**Rotherham**  
Size of Economy: £4.8 billion  
(13.3% of SCR)  
Growth since 2011: 18.5%

**Bassetlaw**  
Size of Economy: £2.3 billion  
(6.9% of SCR)  
Growth since 2011: 16.1%

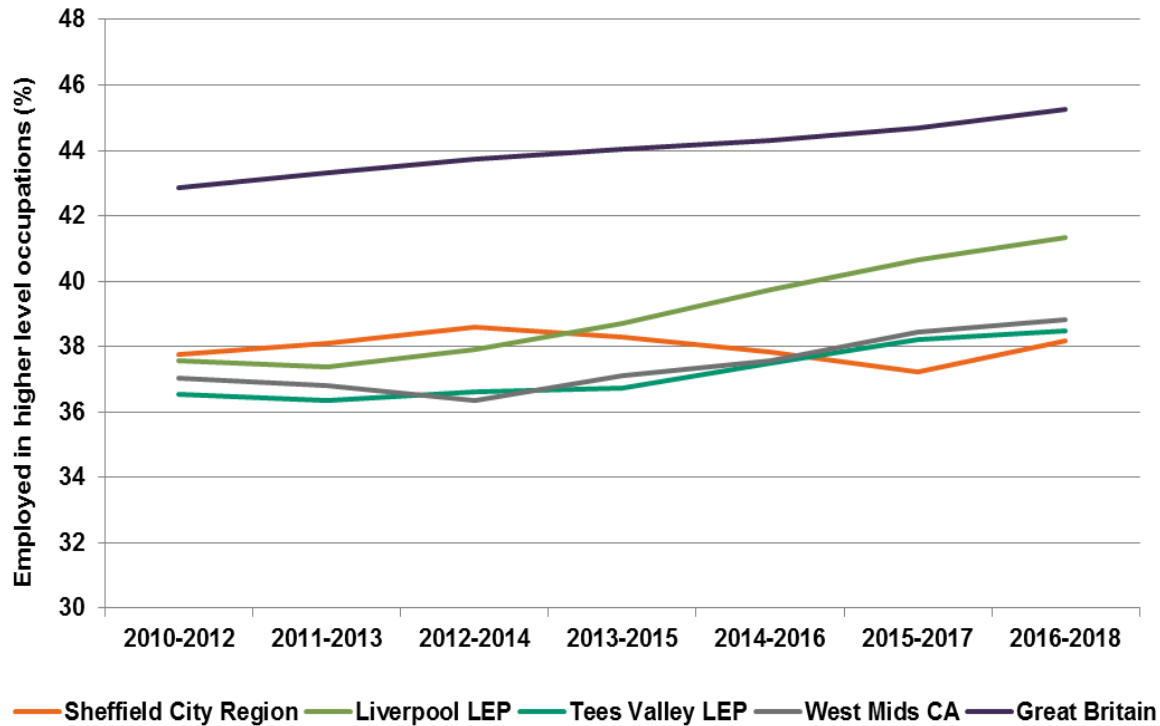
**Chesterfield:**  
Size of Economy: £2.2 billion  
(6.4% of SCR)  
Growth since 2011: 18.4%

**Bolsover:**  
Size of Economy: £1.5 billion  
(4.5% of SCR)  
Growth since 2011: 29.1%

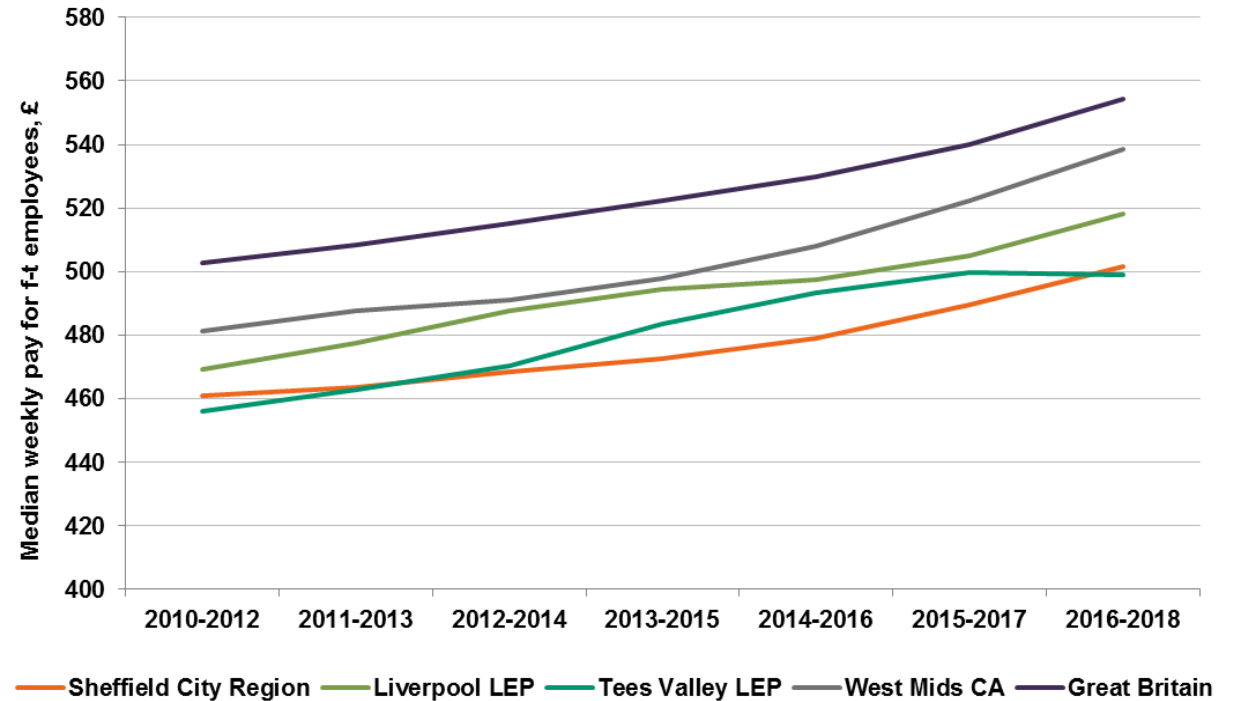
Source: ONS GVA Estimates 2018

# SCR HAS EXPERIENCED EMPLOYMENT AND SOME PRODUCTIVITY GROWTH. BUT THIS HAS LARGELY BEEN IN LOW PAY AND LOW PRODUCTIVITY SECTORS AND NOT AT THE SCALE THAT CAN DRIVE TRANSFORMATIONAL ECONOMIC GROWTH

## Employment in higher level occupations



## Median gross weekly pay, full-time employees



# IT'S NOT JUST ABOUT JOBS; IT'S ABOUT HIGHER QUALITY JOBS

**Current GVA  
(2017/18):  
£35bn**

**GVA if all  
unemployed  
were  
employed:  
£37bn**

**GVA if all  
people  
inactive who  
wanted a job  
were  
employed:  
£38bn**

**GVA if all  
unemployed  
and inactive  
who wanted a  
job were  
employed:  
£41bn**

**GVA if  
productivity  
matched UK  
(with  
London):  
£44bn**



# SKILLS & EMPLOYMENT

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**Sheffield**  
**City Region**

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# EMPLOYMENT PROFILE- SNAPSHOT

Employment levels  
increased

Occupationally,  
labour market  
skewed to low  
skills, high level  
skills under-  
represented

Employment by gender,  
ethnicity and disability varies  
considerably across the  
region



# UNEMPLOYMENT- SNAP SHOT

Unemployment levels 1%  
above national average

Over 60,000 children  
in workless  
households

10<sup>th</sup> highest LEP for  
economic inactivity

# HEALTH & WAGES- SNAP SHOT

**7<sup>th</sup> most  
deprived  
LEP for health  
deprivation  
and disability**

**Wages 10.5%  
lower than  
national  
average**

**Higher  
earning  
potential at  
L4+ &  
Apprentices**

# SKILLS DEMAND – SNAPSHOT

Complex to  
predict

High level occupations  
(skills sets) missing  
from key sectors

High levels of growth  
predicted around STEM  
occupations (L3+)



# SKILLS SUPPLY- SNAP SHOT

Key Stage 4  
performance

550 level 4 starts  
across Further  
Education

70,000 adults with  
no qualifications

Young People's  
access to people in  
higher level  
occupations

60% of FE college  
graded as  
'requires  
improvement'

# INDUSTRY 4.0 – SNAP SHOT

Significant  
disruptive change

Softer skills

Low skilled, existing  
workforce most at  
risk



# WHAT IS SCR DOING?

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# CURRENT ACTIVITIES

Project	Description	Performance
Skills Bank	Second phase of programme to co-invest in training with business based on growth from training.	51 deals received 23 deals approved 331 learners (pipeline) Target 2,175 learners
Skills Capital	Ringfenced Local Growth Fund for capital projects to ensure we have world class training and education facilities.	£28m ringfenced £11m spent £3m committed £15m pipeline
Enterprise Advisor Network	Delivered through LA's, a network of Enterprise Co-ordinators work with schools to recruit volunteers from business to become Enterprise Advisor, supporting the school with their strategic careers strategy	106/110 schools engaged (target 100) 82 EAs (target 75) 88% satisfaction of Enterprise Advisors (target 70%) 95% school satisfaction (target 70%)
Health Led Employment Trial	SCR was one of two places in England to secure funds from the Work and Health Unit to test the effectiveness of health and employment support working together to support those with a health condition to either enter employment or help them to sustain employment if they are in work but struggling.	Target to engage 7500 participants in the trial (50% to receive the service) May 2019 Starts on the trial: 1551 (-21.26%) Sustaining involvement for 3 months: 644 (-39.92%) Job Starts: 439 (+99.55%)
European Social Fund	Working with the European Structural Investment Fund (ESIF) committee a number of projects have been commissioned which will support those out of work to overcome barriers to employment as well as supporting those young people at risk of becoming NEET.	£118,489,644 contracted £29,727,164 in procurement (bid deadline close September 2019)

# DEVOLVED ADULT EDUCATION BUDGET

- Approx. £35m
- Delivered through Colleges, Local Authorities, 3<sup>rd</sup> Sector & private training providers
- Delivery of adult skills (maths, English, ESOL, L1, 2 and 3, support to find employment)
- Devolved in Aug 2020
- £15m on non entitlement
- Series of readiness checks with DfE

# EMERGING TRENDS

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**Sheffield**  
**City Region**

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# YOUNG PEOPLE

## Why?

- Attainment challenges at pre- 16
- High volumes of workless households
- Access to role models/world of work
- Industry 4.0

## What?

- Focused engagement with schools
- Alternative models to address attainment (extra curricular?)
- Develop interactions with business
- Whole family approach

# SUPPORT INTO WORK (ECONOMICALLY INACTIVE)

## Why?

- Relative high employment levels
- BUT high, levels of economic inactivity
- BUT high level that want to work
- Don't engage with JCP

## What?

- Target those with 1 or 2 barriers to work
- Learn from Health Led Trial
- Community based



# IN WORK SUPPORT

## Why?

- Over dominance of low level occupations
- Progression for those just entering labour market
- Low levels of L4 and above
- Ageing workforce

## What?

- Tailored to meet learner entry point
- Flex Apprenticeship Levy – Training Levy
- Flex around Advanced learner loans

# WORLD CLASS TECHNICAL EDUCATION

## Why?

- High prevalence of STEM related occupations/industries
- Global Innovation Corridor
- Low levels of higher technical quals at L4+
- Quality of FE offer

## What?

- Programme of capital investment
- LEP/CA active role on college quality
- Industry led teacher training programme



# QUESTIONS?

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**Sheffield**  
**City Region**

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**SKILLS AND EMPLOYMENT THEMATIC BOARD**

25/07/19

**LGF Investment Approval – Sheffield UTC From Teenager to Employee**

**Purpose of Report**

Following the acceptance at LEP board (5th Nov 2018) of this scheme to the Local Growth Fund (LGF) programme, this paper requests approval for Sheffield UTC's scheme with an LGF grant value of £0.495m

**Thematic Priority**

- Facilitate and proactively support growth amongst existing firms
- Develop the SCRs skills base, labour mobility and education performance
- Secure investment in infrastructure where it will do most to support growth

**Freedom of Information and Schedule 12A of the Local Government Act 1972**

Under the Freedom of Information Act this paper and any appendices will be made available under the SCR Publication Scheme

**Recommendations**

The Skills and Employment Thematic Board consider and approve:

1. Progression of 'From teenager to employee – A Sheffield City Region, engineering and advanced manufacturing talent pipeline creator' project to full approval and award of up to £0.495m grant to UTC Sheffield subject to the conditions set out in the Appraisal Panel Summary Table attached at **Appendix A**
2. Delegated Authority to the Head of Paid of Service, in conjunction with the Section 73 and the Monitoring Officer, to enter into the contractual arrangements required as a result of the above approval.

**1. Introduction**

- 1.1 The LEP Board (18<sup>th</sup> Aug 2018) approved that a £16.9m LGF Skills Capital Commissioning Call be launched inviting strategic business case submissions from interested applicants. The call specifically asked for projects that supported delivery of education and skills across science, technology, engineering and maths (STEM) with a focus on higher level skills in recognition of the strategic role such skills play in supporting growth in the region.

On the 5<sup>th</sup> Nov 2018 the Strategic Business Case (SBC) submitted by Sheffield UTC for the scheme ***From Teenager to Employer*** was accepted by the LEP Board into the LGF programme. This paper requests approval for the Sheffield UTC scheme which has a total LGF value over all years of £0.495m.

## **2. Proposal and justification**

### **2.1 From teenager to employee**

Sheffield UTC have requested £0.495m LGF grant to support a £1.11m scheme to purchase and install specialist machining and automation equipment at their Sheffield City Centre site.

The investment will allow the UTC to respond and adapt to the changing technology and demands from the employer base ensuring young people and adults are equipped with the skills needed by two priority sectors (engineering and digital).

Over a period of ten years this project is estimated to support 500 gross additional learners with an estimated 169 of the net additional learners moving in to employment. This indicates a potential cost equivalent of £2,928 per job to SCR and the project is estimated to generate benefits of £7,185,016 GVA.

The investment is therefore considered acceptable value for money for the LGF investment.

**Appendix A** provides a summary of the scheme appraisal and the suggested conditions of award

## **3. Consideration of alternative approaches**

**3.1** The SCR governance approach, including delegation levels made to Thematic boards is outlined in the approved report to the MCA and LEP. All schemes seeking LGF investment are tested in line with the approved LEP / MCA Assurance Framework based upon the HMT Green Book assessment approach.

## **4. Implications**

### **4.1 Financial**

The total project costs are £1.1m, Sheffield UTC are proposing a contribution of £0.62m and seeking the remaining £0.495m funding from the Local Growth Fund.

### **4.2 Legal**

The legal implications of each project have been fully considered by a representative of the Monitoring Officer and included in the recommendations agreed by the Appraisal Panel as presented in the supporting information.

### **4.3 Risk Management**

Risk management is a key requirement of the Full Business Case (FBC) submission. If weaknesses in the business case are identified as part of the scheme appraisal, the Scheme Promotor is asked to provide further analysis of risk and mitigations. The Appraisal recommendation considers the risk of schemes including the application of clawback conditions if appropriate.

### **4.4 Equality, Diversity and Social Inclusion**

The principles of equality, diversity and social inclusion are built into the application process and continue to be considered and addressed by all applications.

## **5. Communications**

**5.1** Financial awards of LGF grant/loans are subject to national requirements from MHCLG for communication and publicity in addition to providing the opportunity for locally driven

activity. The Executive Team work with Scheme Promoters to agree communications messaging.

## 6. Appendices/Annexes

### 6.1 Appendix A – From teenager to employee Appraisal Panel Summary

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Background papers used in the preparation of this report are available for inspection at: 11 Broad Street West, Sheffield S1 2BQ

Other sources and references: Full Business case documentation and application forms – which can be made available to Board Members

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## Appraisal Panel Summary

<b>Project Name</b>	From teenager to employee – A Sheffield City Region, engineering and advanced manufacturing talent pipeline creator		
<b>Grant Recipient</b>	Sheffield UTC		
<b>SCR Executive Board</b>	Skills	<b>SCR Funding</b>	£494,900
<b>% SCR Allocation</b>	44.4%	<b>Total Scheme Cost</b>	£1,114,215

### Project Description

Through the purchase of industry standard mechatronics and automation equipment to replace machinery that is broken or has decreasing functionality, the UTC in collaboration with its employers and universities, will continue to develop skills that are fit for the future of industry. The UTC will also support the upskilling of adults in the current workforce through commercial courses in industrial automation and advanced technologies whilst also raising aspirations for learners from disadvantaged backgrounds.

The project will explore new ways of working with the universities and employer partners to deliver the new T level qualifications and provide access to complimentary and cutting-edge equipment for learners/employees who are studying higher level programmes.

### Strategic Case

This project will help to fill local labour market gaps with well-trained individuals who can use industry standard equipment. The equipment will support young people in making good decisions on careers by having exposure to real workplace conditions.

Although the applicant has secured some private sector investment, the nature of education and skills training means the private sector is unable to control the destination of learners, particularly the younger ones in KS4, and thus cannot guarantee a direct benefit from its investment. Therefore, public sector support is essential.

Public sector investment ensures that the learners receive a high quality, industry standard curriculum. This investment is required in recognition of the benefits to the wider economy and the role the public sector plays in the delivery of skills provision.

The specific rationale for LGF investment is that people with industry standards skills (which this project will support) will increase productivity and GVA in the economy.

### Value for Money

Over a period of 10 years, the project is estimated to support gross additional 500 learners with an estimated 169 of the net additional learners moving into employment subsequently.

This indicates a potential cost equivalent of £2,928 per job to SCR and is estimated to generate benefits of £7,185,016 of GVA.

This project therefore offers good value for money for SCR.

### Risk

The key identified risks for this investment, as set out in the business case are: student number increase less than expected; skilled staff leave the institution; student destinations are not realised; competitiveness affects collaboration with partners and; T level implementation delayed.

The probability, potential impact and mitigation for each of these have been presented in the FBC and assessed as part of the assurance process.

## Delivery

Staff that can use and deliver the curriculum are already in place and have been teaching KS4 and KS5 to use CNC and automation equipment. In addition, Festo (the equipment provider) have offered extra training to use their equipment.

Sheffield College will manage the estates modification and have an experience team in place to do this. The UTC Principal is will be responsible for the project. He oversaw some of the installation of the original equipment.

## Legal

The applicant has stated in the business case that State Aid does not apply for the following reasons:

The funding acquired for this project will be utilised for the purposes of training and education and not for any economic activity. The primary use of the resources will be to support state funded students of compulsory education age. No commercial activity will be undertaken within the project so no economic activity supporting goods or services being brought to market will be part of the outcomes for this project.

## Recommendation and Conditions

<b>Recommendation</b>	Full award subject to conditions
<b>Payment Basis</b>	Payment of defrayal
<b>Conditions of Award</b>	

### Conditions of Award

#### ***The following conditions must be satisfied before contract execution.***

1. Formal confirmation of all other funding approvals required to deliver the project.
2. Confirmation that the profiled LGF spend can be defrayed in year, as SCR is unable to guarantee that this will be reprofiled beyond year end, and/or that the applicant will cover any unfunded works from alternate sources.
3. Agree detailed schedule of inclusive growth indicators and targets (e.g. % of [previously unemployed] locals offered permanent contracts and apprenticeships, mentoring and school engagement and engagement with the local supply chain) to ensure the project delivers wider socio-economic benefits and that these can be captured, monitored and reported.

The conditions above should be fully satisfied by 29<sup>th</sup> August 2019. Failure to do so could lead to the withdrawal of approval.

#### ***The following conditions must be satisfied before drawdown of funding.***

4. Submission of compliant procurement plan
5. Submission of evidence of Board approval from the applicant and all scheme delivery partners
6. Formal confirmation of commitment to address any cost overruns (without recourse for further LGF support) without unduly compromising project outputs and outcomes.
7. Confirmation of the agreed contract price with the preferred contractor(s) and any relevant conditions precedent thereof.

#### **The following conditions must be included in the contract**

8. Clawback on outputs
9. The UTC develops an income generation strategy to ensure costs for replacement equipment are factored into future plans

**Record of Recommendation, Endorsement and Approval**

**Project Name: From Teenager to Employee**

<b>Appraisal Panel Recommendation</b>		<b>Board Endorsement</b>		<b>CA Approval</b>	
<b>Date of Meeting</b>		<b>Date of Meeting</b>		<b>Date of Meeting</b>	
<b>Head of Paid Service or Delegate</b>	Ruth Adams Deputy CEX	<b>Endorsing Officer (Board Chair)</b>		<b>Approving Officer (Chair)</b>	
<b>Signature</b>		<b>Signature</b>		<b>Signature</b>	
<b>Date</b>		<b>Date</b>		<b>Date</b>	
<b>S73 Officer or Delegate</b>	Simon Tompkins Finance Manager	<b>Statutory Finance Officer Approval</b>			
<b>Signature</b>					
<b>Date</b>					
<b>Monitoring Officer or Delegate</b>	Steve Davenport SCR CA Solicitor				
<b>Signature</b>					
<b>Date</b>					
		<b>Date:</b>			

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